

CECG

25 August 2003

SUBJECT: USACE 2012 – Draft Objective Organization

1. I am enclosing the latest version of the draft USACE 2012: The Objective Organization. As you know, we have gone through an extensive process to get to this point, and we are very close to finalizing a plan.

2. After the release of the draft in late July, I asked my senior leaders to provide comments on the plan. I heard those comments at the Senior Leader's Conference in Portland in early August. Quite frankly, the previous draft did not go far enough to implement the concepts that we must adopt if we are to be successful in the future. After hearing the comments, I gave the Process Committee some additional guidance and have been personally involved in the development of the plan that is contained in this report. This plan is based on a number of key concepts.

a. I believe we must strengthen the **Regional Business Centers** if we are to provide effective and efficient service to our customers, partners and the American people. I directed that the Regional Business Center be made the focus of our operational model.

b. If we are to maintain our technical excellence, we must embrace the concept of **Communities of Practice** and begin living the **learning organization**.

c. If we are to become one Corps we must focus on providing the **strategic** vision and planning at the Washington level, focus **regional** operations and management in the division and **regionalize support** so that the districts can focus on successfully **executing** their work.

d. We must learn to rely on each other to accomplish our missions. We must become a **team of teams**.

3. This version of USACE 2012: The Objective Organization is much more in alignment with my ideas of where the Corps must go in the future, but the plan is not finished yet. I am sending you this draft so that you can provide any comments you would like to make thru my USACE 2012 team before we finalize the plan and begin implementing in October.

4. As you look at this draft plan, I would like you to think about how we build the optimum organization, not how we make any one function better.

a. USACE 2012 is not about the Corps, it is about serving our stakeholders, customers, partners and ultimately the American people better.

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b. USACE 2012 is not about a structure, it is about the style in which we will serve the American people.

c. USACE 2012 is not about the leadership today, it is about the legacy of success we are going to leave in this organization for the future.

5. I appreciate all of the support and trust you have given me in my tenure as the Chief of Engineers. I have tremendous confidence in you and the work you do every day for the nation. Every one of you can make a profound impact on the future of this organization by your continued dedication.

ROBERT B. FLOWERS
Lieutenant General, USA
Commanding

Introduction

Purpose. This document contains recommendations based upon a process and structural review of all Corps functional areas to reduce redundancies, improve efficiency and meet projected, strategically derived resource goals and standards of product delivery. This was done by defining the future ideal corporate design of the U.S. Army Corps of Engineers and by conducting Functional Area Assessments/ Business Process Assessments (FAA/BPA).

Goal. Functional Area Assessments/Business Process Assessments (FAA/BPA) were conducted as part of a process to define the “Objective Organization”. The “Objective Organization” is defined as the manning document and organizational design template that best defines the ideal future corporate design of the U.S. Army Corps of Engineers. This template will be used to guide manpower allocation decisions during the implementation phase set to begin on 1 October 2003. The focus of these analyses was on the Washington and Division Headquarters processes, functions and organizations. However, functions within the Regional Business Centers, including Districts, were also examined as part of this process to understand the interactions between the echelons and to determine at which echelon functions are best performed.

Background. Extensive background information as well as the rationale for conducting this analysis is contained in “USACE 2012, Future Corporate and Headquarters Design Study”, April 2003.

The Seven S Model and the Objective Organization Design

Most corporate redesign efforts start with “moving boxes around on an organization chart,” a temporary fix at best. Such designs begin with the faulty premise that a change in structure will solve all problems or change the culture of the organization. Usually the stir of such activity creates an artificial suggestion of change with no real lasting benefit. In order to move beyond such temporary and questionable approaches to organizational change, a more holistic approach is necessary. Both military and civilian organizations use systems approaches to help better understand the relationships, interaction and synergies of all elements of an organization.

The Army traditionally uses a systems approach that includes **D**octrine, **O**rganizations, **T**raining, **M**ateriel, **L**eadership and Education, **P**ersonnel, and **F**acilities and abbreviated as **DOTMLPF**. While many of the elements of this approach are directly applicable to USACE there is not a direct correlation. The Corps is primarily a large public service engineering organization, with the vast majority of employees being civilians, consequently, a different systems approach to organizational design was employed, the Seven S Model.

The 7S Model is an organizational tool based on the premise that an organization is not just structure, but consists of seven elements: Structure, Strategy, Systems, Shared Values, Stakeholder Values, Style of Leadership, and Skills. The USACE Learning Advisory Board adopted this model based upon work by others (see USACE 2012) for use by USACE leaders as a systemic tool to better understand how all elements of an

organization's culture interact and the consequences of those interactions. The point of using this approach—by considering all of the S's and their interactions, greater understanding of the organization as a “system” is developed. Ideally, this increased understanding of what needs changing, and how to change, will increase the probability of success.

Extensive background information as well as the rationale behind using this model is contained in “USACE 2012, Future Corporate and Headquarters Design Study”, April 2003. Only a brief summary of the cultural attributes and relevant guiding principles are summarized in this document.

➤ **Stakeholder Values:**

Today, the diversity of our stakeholders and their different values make us reactive and fragmented in our responses to their concerns and issues. Stakeholder messages are clear: change or be changed; we are partners, treat us that way; be inclusive; reduce project cost and delivery time; Corps internal processes take too long; and, the country's priorities - the global war on terrorism and homeland security - will mean fewer resources available for other purposes.

We realized some values were generic to all stakeholders and understand that they value:

- Respect for their authority and purposes
- Responsiveness to their needs and constraints
- Willingness to listen and learn
- Honest and timely communication
- Meaningful involvement
- Integrity of behavior
- Openness

➤ **Shared Values**

The Corps values are those of the U.S. Army—Loyalty, Duty, Respect, Selfless Service (to the Army and the Nation), Honor, Integrity and Personal Courage.

Some of these values shared across the whole corporate enterprise do not always align with those of our stakeholders and partners. A major part of a leaders strategic role is to educate the workforce about values, integrating them into all work and projects.

Our shared values as a corporate enterprise include:

- Integrity and public trust
- Stewardship
- Public service
- Stakeholder / customer success
- Collaboration / teamwork
- Empowerment
- Organizational learning
- Innovation

➤ **Strategy**

The Project Management Business Process (PMBP) is the basic way of doing business. This operational strategy is aligned with the growing focus on developing strategic relationships with customers, partners, other stakeholders, and Federal agencies. Our strategy is based on regular interactive dialogue with others about their strategies, needs, and ideas. This systematic learning from stakeholders, partners, and customers is the heart of the Corps' strategic development. We must rely on cross-functional teams to accomplish our work while using "Communities of Practice" to develop and maintain our technical skills through the learning organization.

➤ **Style Of Leadership**

Our style of leadership emphasizes some generic qualities:

- Listening and learning, and then willing to decide
- Being an educator about values and purpose
- Understanding oneself, and interested in continually learning
- Aligning operations with strategy
- Collaborative, building relationships and involvement
- Understanding personal differences in what motivates others
- Caring for people / empathy
- Understanding how to create and sustain dialogue
- Non-punitive accountability to encourage learning
- Innovative

Today, the norm is operational leadership. Strategic leaders need to possess these competencies:

- Foresight
- Visioning (strategic understanding and action for systemic change, not just writing statements)
- Creating strategic dialogue
- Systems thinking
- Building a motivating culture
- Partnering

➤ **Skills**

The skills of our workforce must broaden to include the qualities of:

- Motivation to learn
- Interpersonal rapport with others, ability to establish relationships
- Agility, flexibility, and openness in response
- Commitment to shared corporate values
- Employing the diversity of thought and work styles of team members
- Integrating leadership, technical excellence, and business skills
- Tolerance for ambiguity, uncertainty, and able to bring focus out of complexity and

chaos

- Willing to accept responsibility, empowerment, and be self-starters
- Team collaboration in spirit and practice
- Recognize systems thinking and respond effectively.

➤ **Systems**

In 2012 we will have streamlined, integrated and focused our systems, redesigning the bureaucratic systems of the manufacturing era. Our systems will be designed to facilitate continuous improvement and learning, not control.

➤ **Structure**

Structure must be aligned with the values and strategy of the organization. The following are the guiding principles that are consistent with the 7S model.

Guiding Principles

The following primary principles form the philosophical underpinnings that drive the process and staffing recommendations contained in this report. These principles provide a metric for measuring the validity of the recommendations contained in the report.

Act as "One Corps": Align and operate as one Corps with the primary responsibility, authority, tasks and activities at each echelon commensurate with the appropriate role. Promote the concept of mutual-interdependence throughout the organization while aligning expertise with the work.

Act as "One Headquarters": HQUSACE and the Division echelons are aligned and operate seamlessly as one headquarters and issues are resolved after only one staff level review. The lowest level possible is empowered to action. Functions at each level add value and eliminate redundancies. Program oversight and integration occurs at the Washington Headquarters and program management takes place at the Regional level.

Washington Headquarters Focus: Washington Headquarters is focused primarily on strategic learning, planning and direction, national relationships, policy development and creating conditions for success of the entire organization.

Division Office Focus: Division Offices are focused on creating conditions for success that enable the achievement of missions within the Regional Business Center through the accomplishment of Command and Control, Regional Interface, Program Management, Quality Assurance and operational planning and management of the Regional Business Center (RBC).

Actualize the RBC: The RBC is used to effectively and efficiently utilize regional resources and expertise through the concept of mutual-interdependence.

District Office Focus: District offices are focused on mission execution of the work assigned by the RBC. The mission is accomplished through command and control of

the District, quality control of projects and work products and co-production with Partners, District customers and other Districts. District offices also provide support to the Region as determined by the RBC.

Major Process Changes

A number of major process changes have been identified as a result of the business process analysis. These changes are discussed in detail later in the report but some significant changes are highlighted here.

National and Regional Program Management: Appropriations are managed at the national level and regions manage regional programs and funds.

Checkbook Funding: Funding should be provided to enable offices to purchase necessary expertise and services when there is an insufficient requirement for a continuous level of effort or service.

Eliminate certification of DD1391: The ASA-I&E direction to conduct planning charrettes for all Army MILCON projects included in the POM creates a redundant requirement for DD1391 certification. DD1391 certification can still be accomplished at the District level for those projects that have not been programmed based on a planning charrette.

Army MILCON Design Directives: Regions will issue design directives on all Army MILCON projects.

Army MILCON Reprogramming: Regions will request MILCON reprogramming authority and approval directly from OASCI. Washington level HQs will be informed the action is occurring but will not be in the process flow.

Regions Manage Army MILCON Project Funds: Regions will obtain project funds directly from HQs Washington level Directorate of Resource Management. This includes construction and Planning and Design (P&D) funds. Washington level HQs will manage at the appropriation level and the regions will manage at the project level. P&D funds will be allocated by Washington level HQs on a regional basis. The Regions will allocate and manage on a District basis.

Programmatically Fund the "Reconnaissance Phase" of the Civil Works Planning Process: Establish reconnaissance studies similar to the current Continuing Authorities Program. Congressional action will be required.

Provide 100% Federal Funding for the Feasibility Phase of Project Implementation: Seek Congressional Modification of WRDA 86 to remove the feasibility study cost sharing requirement.

Build and Defend the Civil Works Program around Business Lines: In FY 05, the Corps of Engineers is developing its budget based on the nine water resources business lines. This initiative should be continued.

Reconstitute Project Cooperation Agreements (PCA's) as Partnering Agreements executed at the District Level: This would eliminate months, if not years, from the civil

works process and address the number one partner and customer complaint about our civil works process.

Actualize the Regional Business Center: Focus Washington Headquarters and Division Offices on their appropriate missions and align resources to truly actualize Regional Business Centers.

Regional Support Centers: Many of the support functions recommended the establishment of Regional Support Centers for their specific function. This concept has merit on a broad scale and Regions should evaluate the concept for all Regional functions, support and mission. It appears that regional processes could be streamlined significantly in some functional areas.

Organizational Design Concepts

Regional Business Center (RBC): USACE will use the Regional Business Center as its primary business-operating unit. USACE will use the PMBP to act as One Corps, operating not only regionally, but often globally, delivering quality goods and services. The Regional Management Board (RMB) is the key tool that enables the transition to the RBC as the primary operating unit.

RBC Defined. The Regional Business Center is an operational concept that envisions the MSC office and its Districts acting together as a regional business entity. The essence of the concept is vertical and lateral integration of organizational capabilities, resource sharing, technical expertise, project management, and project delivery to broaden and enhance the range of services and quality within a region.

RBC Purpose. The purpose of the RBC is to operate most efficiently (doing things right) and effectively (doing the right things) to meet customer needs by leveraging total resources of the region—and the Corps—when needed.

RBC Components. Key Components of the RBC include the: Regional Management Board (RMB), Business Management Office (BMO), Functional/Corporate Boards, Regional technical forums, District Staff, MSC Staff, MSC Commander, District Commanders, and interactions with Engineering Research and Development Center (ERDC), Huntsville Engineering Center (HNC), and Institute for Water Resources (IWR).

RBC Enablers. Four major enablers serve the RBC. They are:

- Standard business processes and practices using PMBP with regional metrics to measure success.
- Uniform training programs such as PMBP training and Regional leadership development programs are the standard.
- Standard regional IM hardware/software/databases that include regional CEFMS financial databases using regional local area networks (LANS) and regional servers.
- Uniform business intelligence capability that anticipates future workforce needs based on future work requirements.

RBC Products & Services. A few of the products and services the RBC provides include: regional strategies for current and future program execution, leveraging of technology transfer within region, uniform quality processes (ISO/Baldrige/APIC), enhanced communication, improved customer satisfaction, improved program execution, retention and development of technical expertise, improved training and development of employees, and sharing of lessons learned.

RBC Characteristics. A distinctive adjective called “ilities” can be used to describe key characteristics. They are: ability, flexibility, capability, affordability, execute-ability, interoperability, scalability, and share-ability.

Regional Management Board. The senior managing board for the region is the Regional Management Board (RMB), comprised of representatives from the MSC headquarters and each of the Districts. The MSC Commander defines the exact number and composition of the board, with the admonition that the RMB is a business board and should include both technical managers and the resource expertise integral to managing regional resources. The RMB has the responsibility to recommend decisions and initiatives that enhance the effectiveness, responsiveness, and efficiency of the region in delivering its products and services. The Directorate of Regional Business (DRB) provides direct support to the RMB.

Directorate of Regional Business (DRB). The DRB is led by an SES and provides leadership for regional business operations. The DRB, is comprised of the BMO and related support services (Resource Management, Information Management, Logistics, Public Affairs, and Contracting). The DRB provides strategic and near-term operational planning.

Business Management Office (BMO). This organization is a catalyst for the RBC and is aligned under the DRB. The BMO is responsible for helping to continuously improve the service the Corps provides to the Nation and the Armed Forces through implementation of effective regional business management practices. It provides leadership in operations of the Regional Business Center and the Regional Management Board by leading liaison efforts between the RMB and functional boards with a focus on regional issues; leading PMBP implementation throughout the MSC; developing and maintain relationships with regional customers; and establishing overall regional strategic direction.

Regional Integration Teams (RIT). This organization is responsible for regional business success at the national level and is located in Washington. RIT's are cross-functional teams that clear the way for regional business success. RIT's are lead by an SES under the operational control of the MSC commander. [Note: RIT's are described in greater detail later in Appendix A.]

Communities Of Practice. For the purpose of this report we are defining communities of practice to consist of individuals that practice and share an interest in a major functional area or business line. Communities of practice extend throughout USACE including Districts, Divisions, Washington level Headquarters, Laboratories, Centers, and Centers of Expertise. The Civil Works and Military Programs major communities of practice are: Planning, Program/Project Management, Engineering and Construction, Operations, Environmental Restoration, Installation Support, Interagency and International Support,

and Real Estate. Other mission and support Communities of Practice are Research and Development, Counsel, Contracting, Human Resources, Information Management, Resource Management as well as other major functional areas. Each of these major communities of practice consist of more focused communities of practice. For example, Engineering and Construction includes Hydrologic and Hydraulic, Geotechnical, Structural Engineering, etc. Operations and Maintenance includes Regulatory, Natural Resource Management, etc. Resource Management includes Budgeting, Accounting, Manpower, etc.

The Civil Works and Military Programs communities of practice are led by Senior Executives that are dual-hatted as Regional Integration Team Leaders. Directors and Office Chiefs lead the other mission and support communities of practice. Senior Executives and other leaders assigned to MSC's, Centers or labs can also be leaders of a major or more focused Community of Practice.

The roles and responsibilities of the communities of practice are to develop and maintain, for their functional areas of practice:

- Policy and doctrine,
- Capable workforce,
- National and interagency relations and coalitions,
- Organizational communications,
- Learning organization,

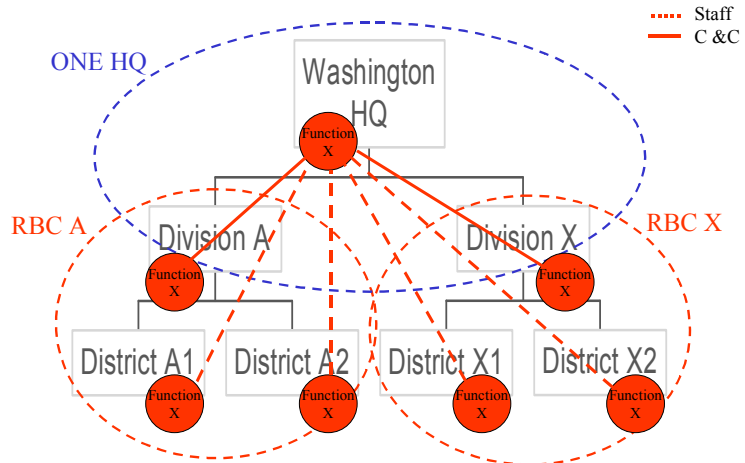
Civil Works, Military Programs, Research and Development, and Support Directorates and Offices will coordinate a virtual staff from throughout USACE to support communities of practice.

Support Functions: In the context of Executive Direction and Management (ED&M), "mission" equates to direct program oversight, and "support" is the indirect services that facilitate that program oversight. For purposes of this analysis, the General Expense (GE) & Operations and Maintenance, Army (OMA) ED&M resources assigned to Military Programs, Civil Works and Research & Development are assumed to be direct "mission" assets. All other functions are defined as "support".

Utilizing the principles above, two primary organizational models for support functions were developed:

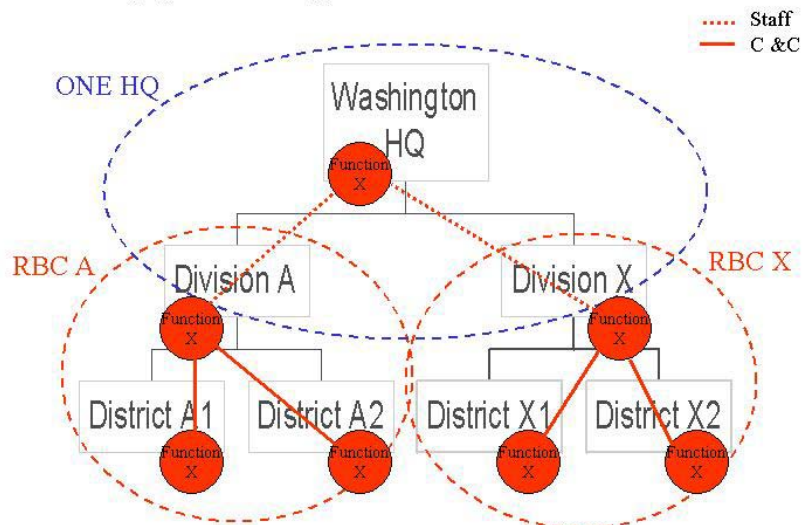
Support Organization Model A (National Focus) was designed to provide support services that can most effectively be provided at the national level, utilizing centrally managed national assets. Criteria used to select those organizations that best fit this business model are described below. Under this concept, individuals and their work assignments would be managed by the functional lead located in the Washington Headquarters. This model requires all personnel to be included in the Washington level HQs manning document. Individuals would be forward deployed to other locations as needed. There may or may not be a physical presence at each location. Supervisory relationships between the functional lead and the serviced organization can be tailored depending upon the specific function being performed. This organizational structure could be used to manage all USACE assets in a particular function or only ED&M assets.

Support Organization Model A



Support Organization Model B (Regional Focus) was designed to provide support services that are best provided regionally, that are part of the “business of doing business” in the regional business center. Criteria used to select these organizations that best fit this business model are described below. Under this concept, individuals and their work assignments would be coordinated by and be under the oversight of the functional lead located in the Regional Business Center Headquarters. Only ED&M personnel would be physically located in the RBC Headquarters. Most assets would be forward deployed to serviced locations. Supervisory relationships between the functional lead and the serviced organization can be tailored depending upon the specific function being performed. The functional lead in the RBC would generally report to the Director for Regional Business. The functional lead in the RBC

Support Organization Model B



would retain a staff to staff relationship with the functional lead in the Washington HQ, much as it is today.

For example, this type support organization is currently functioning in Engineer Research and Development Center (ERDC), although the funding is less complicated as there is no differentiation between ED&M and other funding sources. There is one Chief, Resource Management (RM) responsible for providing support to all of ERDC's seven laboratories. Functional team members are present at each of the locations although they do not all perform the same functions at each location. There is a direct reporting relationship between the Chief of Resource Management and the director of ERDC and a staff relationship between the ERDC Chief of RM and the USACE Director of RM.

Criteria used to determine which business model best fits each function are shown below:

<u>Criteria</u>	<u>Model A (National Focus)</u>	<u>Model B (Regional Focus)</u>
Part of the Business Process	Indirectly Contribute	Directly Contribute
Critical Mass	Few Dedicated Assets	Many Dedicated Assets
Specialization	Specialized Skills	General Skills
Responsiveness	Timely Response Needed	Immediate Response Needed

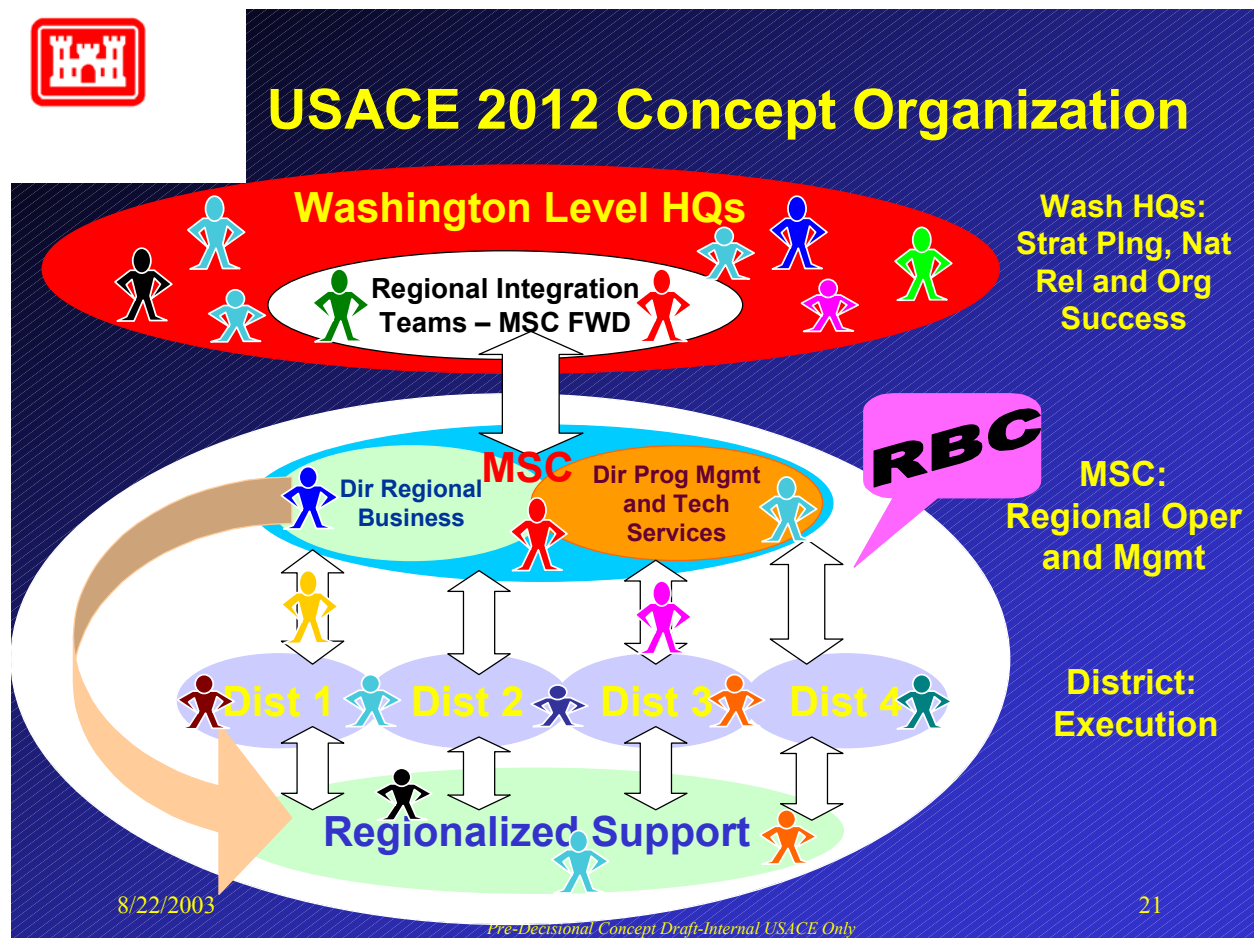
Functional assignments under each business model are shown in the following table:

<u>Model A (National Focus)</u>	<u>Model B (Regional Focus)</u>
Safety Office	Resource Management
Equal Employment Opportunity	Corporate Information
Small/Disadvantaged Business	Logistics
Engineer Inspector General (includes Internal Review)	Public Affairs
Human Resources	Contracting
Counsel	

Organizational Concepts

The objective organization for USACE in 2012 is significantly different from the traditional organization. The organizational focus is the Regional Business Center (RBC) and USACE would be transformed from a functionally focused hierarchical organization to an organization consisting of cross-functional teams relying on Communities of Practice leveraging knowledge within a learning organization. The objective organization focuses each level of USACE on the primary functions defined in the preceding discussions, however each level is mutually interdependent on other levels of the organization to accomplish their assigned missions. USACE must become a team of teams.

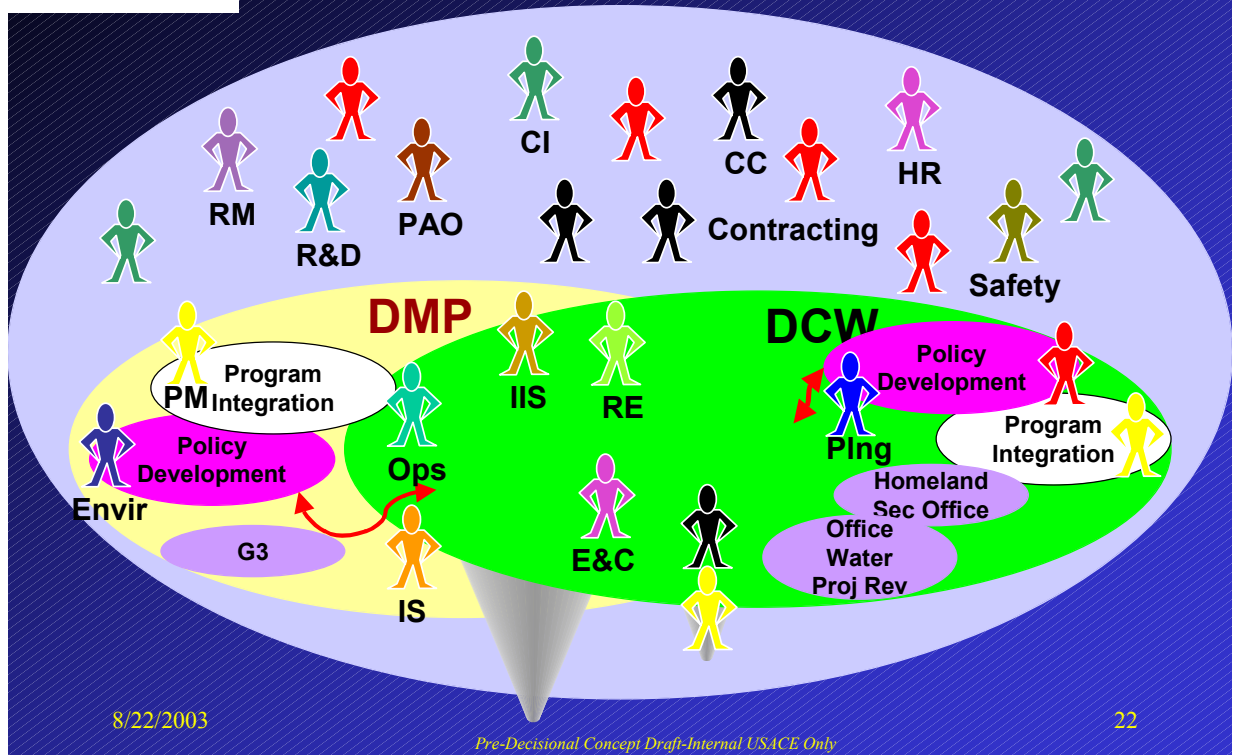
USACE Organizational Concept: The model shown here depicts the conceptual USACE 2012 Organization. Details concerning individual elements of the concept are discussed in other sections of this report. The key take away is that each organizational level relies on another for support. Another key take away is that resources and organizational energy has been refocused to actualize the RBC. Members (depicted by the stick people) of various Communities of Practice are resident throughout the organization and will be utilized at the right time and place to accomplish the USACE missions.



Washington Level Headquarters Conceptual Organization: The organizational concept for the Washington level Headquarters is depicted here. Details of individual elements of the concept are discussed in other sections of this report. A key take away is that Regional Integration Teams (RIT) will be located in Washington but focused on supporting their Region. The RIT will manage all programs and be the voice and advocate for Regional issues in Washington. Operational activities will be accomplished in the RIT and strategic planning and direction, program integration and oversight, and policy development will be accomplished within the mission directorates. Another key take away is that members of the Communities of Practice are resident throughout the organization, but available to assist on cross-functional teams in mission accomplishment.



Washington HQs Concept



Implementation Considerations

Developing the “Objective Organization” for USACE 2012 has been a difficult journey. The process has been frustrating and time consuming for many. Implementing the “Objective Organization” will be much more difficult.

Many challenges are currently facing the Corps. We must change or be changed. We will comply with the President’s Management Agenda and transform to evolving processes defined by legislation. We must remain flexible to quickly respond to change. We are hearing the call to change from those with whom we partner, from the Executive Branch and the Congress, and from stakeholder groups. With the priorities our country is facing, we must develop a proactive plan now to better serve the Armed Forces and the Nation.

While the “Objective Organization” revises the structure, there are other non-structural concerns that were brought up during this study and recommendations made that address these concerns.

Whatever the final new design, it will not fix everything, but it must maximize our ability to work with our partners and serve our customers.

Senate FY 2004 Energy and Water Appropriations Sub-Committee Report Language

Corps Reevaluation and Transformation

The Committee supports the Corps' efforts to transform itself into a more effective, more responsive agency through the '2012' initiative, and hopes that the Corps will be able to implement needed changes. However, until that roadmap is complete, the Committee is reluctant to fund the full increase sought for the 'General Expense' account. Therefore, the Committee has included \$160,000,000 for the Corps, an increase over this year's budget by \$6,000,000, approximately a 4 percent increase to cover inflation. The Committee also directs the Corps of Engineers to continue with this important effort and report regularly to the Committee on the progress made and the impediments to change.

Change is never easy, but it is necessary if the Corps is to continue to be of service. By streamlining and becoming more focused on our work, our employees will have meaningful, productive and efficient work. As good stewards of the public's tax dollars, we owe this change to the American people. This excerpt from recent Senate Sub-Committee report language encourages USACE to

continue this important transformation initiative.

As USACE moves into the implementation phase of this transformation this extract from a GAO report should be used to guide our implementation planning.

Key Practices and Implementation Steps for Mergers and Organizational Transformations

(GAO report GAO-03-669) At the center of any serious change management initiative are the people. Thus, the key to a successful merger and transformation is to recognize the “people” element and implement strategies to help individuals maximize their full potential in the new organization, while simultaneously managing the risk of reduced productivity and effectiveness that often occurs as a result of the changes. Building on the lessons learned from the experiences of large private and public sector organizations, these key practices and implementation steps can help agencies transform their cultures so that they can be more results oriented, customer focused, and collaborative in nature.

Practice	Implementation Step
Ensure top leadership drives the transformation.	<ul style="list-style-type: none"> Define and articulate a succinct and compelling reason for change. Balance continued delivery of services with merger and transformation activities.
Establish a coherent mission and integrated strategic goals to guide the transformation.	<ul style="list-style-type: none"> Adopt leading practices for results-oriented strategic planning and reporting.
Focus on a key set of principles and priorities at the outset of the transformation.	<ul style="list-style-type: none"> Embed core values in every aspect of the organization to reinforce the new culture.
Set implementation goals and a timeline to build momentum and show progress from day one.	<ul style="list-style-type: none"> Make public implementation goals and timeline. Seek and monitor employee attitudes and take appropriate follow-up actions Identify cultural features of merging organizations to increase understanding of former work environments Attract and retain key talent. Establish an organization wide knowledge and skills inventory to exchange knowledge among merging organizations.
Dedicate an implementation team to manage the transformation process	<ul style="list-style-type: none"> Establish networks to support implementation team. Select high-performing team members.
Use the performance management system to define responsibility and assure accountability for change.	<ul style="list-style-type: none"> Adopt leading practices to implement effective performance management systems with adequate safeguards.
Establish a communication strategy to create shared expectations and report related progress.	<ul style="list-style-type: none"> Communicate early and often to build trust. Ensure consistency of message. Encourage two-way communication. Provide information to meet specific needs of employees
Involve employees to obtain their ideas and gain their ownership for the transformation.	<ul style="list-style-type: none"> Use employee teams Involve employees in planning and sharing performance information. Incorporate employee feedback into new policies and procedures. Delegate authority to appropriate organizational levels.
Build a world-class organization	<ul style="list-style-type: none"> Adopt leading practices to build a world-class organization.

Some of the recommendations contained in the individual functional area reports can not be implemented without legislative or policy changes. The timing for implementing these recommendations are constrained until these changes are approved. Many of the recommendations are contingent on successful implementation of the USACE corporate Project Management AIS (P2). The full potential of these recommendations cannot be realized until P2 is fully implemented.

The RBC can not reach its full potential and achieve the full benefits recognized in this report until CEFMS is converted from a District centered financial system to one focused on the Region. This conversion is essential to the success of the RBC.

Implementation Principles

Recommend the following implementation principles be used during planning and implementation of the Objective Organization.

Take Care of People. Every effort will be made to provide every Corps employee with a meaningful job in the new organization. Implementation will consider Strategic (Competitive) Sourcing and other ongoing initiatives and directives. Transition to a new structure need not be painful if we take into account the technology we now possess and the ability to work virtually. USACE will utilize all the tools available to ease the transition to the objective organization.

Be Inclusive. Involvement strengthens effectiveness of implementation. Senior leaders of impacted organizations need to be involved in planning and implementation. The implementation team needs to include representatives from all echelons. The dynamic nature of implementation will require that this team work together intensely. After the development of the plan, the team will need to monitor, adjust and help communicate the plan and the evolving organization on an ongoing basis.

Build in Flexibility. Implementation plans must be flexible to recognize regional differences and variables, e.g., number of assigned Districts, size of programs, etc.

Utilize PMBP. Achieving the "Objective Organization" is a very complex undertaking and should be managed as a project. Implementation will be in accordance with the Project Management Business Process. Activities will be guided by an overarching Program Management Plan (PgMP) supported by individual specific functional Project Management Plans (PMP) where needed.

Lessons Learned. The implementation team will use lessons learned from previous studies and document lessons learned from this reorganization to provide leaders of the future with the benefit of our experiences. These lessons learned are summarized in Appendix H of the USACE 2012 Report, April 2003.

Communications. There are a number of audiences that have a stake in the outcome of this effort and the team will continue to keep them involved. They include, but are not limited to, employees of the U.S. Army Corps of Engineers, Department of the Army staff, Department of Defense staff, Office of Management and Budget, U.S. Congress, cost sharing partners, interest groups and our customers. A formal communication plan will be developed prior to implementation.

Next Steps

Establishing the USACE Implementation Team. Of critical and strategic importance will be the establishment of an implementation team within USACE. The team must not be so large as to be unproductive while it must include the proper elements to assure that unintended consequences do not jeopardize the Corps' success in completing assigned missions, today or in the future. When establishing the team, the following elements are recommended:

- The Deputy Commanding General will oversee the overall implementation. A Senior Leader will be assigned as the Program Manager. Other Senior Leaders will be assigned as Project Managers for specific portions of the program. The Command Planning Group (Corporate Integration Office) will provide staff support to the project delivery teams.
- Labor unions, Human Resources and Resource Management participation will be required throughout the entire implementation phase.
- Division and District participation will be required throughout the entire process.
- HQUSACE participation by Community of Practice leaders will be required throughout the entire process and should be commensurate with the amount of change to their organization/Community of Practice.
- Stakeholder participation will continue.
- Senior leader participation will drive the process.
- The Implementation Plan must assure consideration of Strategic Sourcing initiatives. The Strategic Sourcing PM must be included as a member of the Implementation Team.

Establishing the Division Implementation Team. Implementation at each MSC should be consistent. One process should be developed for MSC implementation of the Objective Organization. Each Division should identify one lead team member for coordination of all activities. Additionally, the Civilian Personnel Advisory Center (CPAC) and Civilian Personnel Operating Center (CPOC) must be included on all MSC implementation teams throughout.

Develop Program and Project Management Plans (PgMP/PMP). The Implementation Plan must include a PgMP to address all required actions necessary to implement the Objective Organization. Included must be a Communication Plan with succinct talking points suitable for use in answering employee and union questions as well as inquiries from Congress or others. Based on the anticipated scope of change, it may be necessary for each Washington-level Community of Practice leader to develop individual PMPs to assure a smooth transition to the new Washington level structure. Each PMP should address the development of process maps and discussions where there are changes in organizational alignment or hierarchical level of work assignment and accomplishment. Each Division must develop a PMP to augment the PgMP.

Develop the Communication Plan. Both PMP's and the PgMP must incorporate a Communication Plan. Once the Commander approves the Objective Organization, of

primary importance will be the necessity to keep all USACE team members apprised of changes that may affect them. This includes not only the personal impacts, but also the changes in operations that may affect our internal (vertical and horizontal from District field office through HQUSACE) and external communications to meet mission requirements. Each Division should augment the USACE Communication Plan to incorporate regional unique messages.

Develop the Implementation Time-Line and Schedule. It is anticipated that implementation of the Objective Organization will begin during FY 2004. There should be a number of changes that are easy to make and do not require a specific implementation plan, e.g., movement to new reporting office with no other changes. It will be important to develop a critical path time-line for inclusion in the PgMP. Create forums (or use existing forums) comprised of Senior Leaders, similar to Project Review Boards, to review implementation progress on a monthly basis.

Identify Costs. During implementation planning, teams should develop implementation cost estimates early in the implementation-planning phase.

Understanding Lessons Learned from Previous Organizational Studies. As a learning organization, there are a number of lessons we can learn in developing and implementing the Objective Organization from previous studies as well as reorganization efforts that have occurred. These lessons learned are summarized in Appendix H of the USACE 2012 Report, April 2003.

Appendix A: Mission Area FAA Evaluations

Regional Integration Teams: Significant cultural and structural changes are necessary to break the existing three-echelon and competing-functional paradigms necessary to operate as One Corps and One Headquarters. Cultural changes will take place over time as we begin to behave as ***“One agile team, capable of operating virtually as a learning organization”***. The structural change that will support the cultural change is the creation of Regional Integration Teams (RIT's), which will link the Washington and Regional Headquarters into one and create synergy across all programs. RIT's will be comprised of individuals focused on the execution of ***all*** major Corps program areas including Civil Works, Military Construction, Installation Interagency International Support, Environmental, Real Estate and Research and Development. The teams will be have a duty station in the Washington, DC HQs and will represent the concerns of the Region to which they are assigned. RIT's will be the voice of the region and have broad authority to act on behalf of the Division Commander. They will be empowered to work with any level of the USACE organization and with external stakeholders necessary to build relationships and to resolve issues in an expeditious and timely manner.

Each team will be lead by a member of the Senior Executive Service (SES) who will also be dual-hatted as leader of one Community of Practice (COP). RIT's will be comprised of subject and program area experts tailored to support the work within their specific region. Funding for team members will reflect the work they perform (GE, OMA, Reimbursable) and funding from multiple sources may be used to support individual team members. Administratively, each RIT will be on the Washington level Headquarters' manning document. Proposed team mentor/sponsor would be:

<u>Civil Works Sponsored</u>					<u>Military Programs Sponsored</u>			
Division	LRD	MVD	NWD	SAD	NAD	POD	SWD	SPD

In summary, each RIT will:

Leadership: Be lead by a member of the Senior Executive Service (SES), residing in the Washington Headquarters, who will also lead a Community of Practice (COP). The leader will work directly for and be rated by the MSC Commander, intermediate rated (or letter input provided) by both the Director of Military Programs and Director of Civil Works, and Senior Rated by the Chief of Engineers

Team Composition: Exact number and composition of the RIT will be tailored and scaled to the mission needs of each RBC.

Core Team Members: “Core” team members will typically be comprised of Civil/Military/Environmental Program Managers, Planner(s), Regulator(s), Real Estate Specialists, General Operations staff, Engineering and Construction staff and will be rated by the team leader and senior rated by the MSC Commander. One core administrative person will be assigned to each team.

Support Team Members: “Support” team members will be matrixed in from special staff, rated by their functional supervisor, intermediate rated by the RIT leader and

senior rated by their functional leader. They will be collocated with the RIT. Support Team members will include Counsel and Resource Management.

Virtual Team Members: “Virtual” team members may also be assigned to the RIT from Engineer Research and Development Center (ERDC), Huntsville Engineering Center (HNC), Transatlantic Programs Center (TAC) or Institute for Water Resources (IWR).

Other Team Members: It is recommended that ASA-CW, ACSIM, AF-ILE and other interested governmental customers be offered the opportunity to provide personnel as RIT members.

Responsibilities:

- Provide a single point of contact both internal and external to the Corps and serve as the MSC Commander’s representative for all missions and resolution of project issues at the Washington level.
- Coordinate directly with the field to resolve issues and respond to project level issues originating at the Washington level.
- Establish and maintain relationships at the national level (e.g., Assistant Secretaries of the Army, regional stakeholder groups, congressional members and staff, etc.).
- Integrate Regional mission areas including resources and program requirements. This includes issuing project directives, resolving project funding issues, program development and defense.
- Support all USACE organizational levels and functional leaders at internal and external meetings involving regional issues.
- Have delegated authorities and serve as advocates for processing all work products that require Washington level review.
- Have an in depth understanding of all programs and projects within their region.
- Work with all USACE team members creating a teaming environment, both vertical and horizontal.
- Provide assistance to Community of Practice (CoP) leaders by sharing expertise and knowledge of CoP members assigned to the RIT.

Vision for Future: Civil Works (CW) Function

The vision for the civil Works function follows the guiding principles stated at the beginning of this report. This vision is based on establishing an implementation process based on meeting Federal responsibilities consistent with the partnership provisions contained in the Water Resources Development Act of 1986. This vision led to streamlining the CW's implementation process in part by eliminating redundancy in the responsibilities of the current MSC's and HQ's in the current CW's model. This occurs by implementing the "one Headquarters" concept through placing responsibilities for actions at the level of the organization where that responsibility can most efficiently be implemented.

Headquarters at the Washington level: The Headquarters at the Washington level will focus on strategic planning including integrating the authorization and appropriation processes; strategic planning and direction; developing and maintaining National relationships; development of policy and doctrine; National Program Management including budget development and defense; and creating conditions for USACE corporate success.

There is also a strategic and compelling need to establish a truly independent function that has responsibility and oversight for conducting policy reviews of Washington Level Decision documents and for administering independent reviews as required for these Washington level decision documents. This function will be fire walled in order to achieve true independence but will be required to be engaged in project reviews throughout the initial problem identification and planning efforts leading to project authorization. This function will become the center of technical and policy expertise associated with water resources development and management within the Corps of Engineers.

The need for a USACE response to the current national security and natural threat to the Nation's Civil Works infrastructure is growing. The Civil Works Directorate will provide the direct interface for this response between the Department of Homeland Security and the Regional Business Centers to assure that all appropriate actions are taken in carrying out the planning, design, construction, and operation of Civil Works Projects to meet this need. The office will also be the focus of policy and doctrine development and dissemination for USACE Homeland Security activities and responses associated with natural emergencies. This function will work closely with Military Programs to ensure military and domestic activities associated with homeland security are properly coordinated.

Headquarters at the Regional Level: The headquarters at the regional level is focused on carrying out the responsibilities of the Regional Business Center. In carrying out this primary responsibility, the Regional Business Center should be focused on the operational planning and management of the regional civil works program, regional program management including regional budget development and defense, regional relationships, and quality assurance.

The region will have responsibility and authority to utilize all regional resources efficiently and effectively, consistent with law, to execute the regional missions

emphasizing regional focus areas. In this regard, the region will receive resources (funding and manpower allocations) for the region and be responsible for managing these resources within the authorities and priorities established by policy and law.

The region, through exercising its quality assurance responsibility, ensures appropriate quality control processes and systems are in place within the region to achieve quality projects and products that meet our partners and stakeholders expectations. This is the first step in the independent review process leading to the ultimate review by the Washington level water project review function.

Headquarters at the District Level: The District level Civil Works function is responsible to execute all work assigned to it by the Regional Business Center. While being primarily responsible for all work within the geographic boundary of the District, the District is an asset of the Regional Business Center and will be assigned work and be responsible to the Regional Business Center for successfully carrying out all actions undertaken in the District. In implementing this vision, the District will conduct quality control processes for all District actions and activities, provide support to the region to achieve the concept of mutual-interdependence, and ensure that partners and stakeholders are engaged in all aspects of the civil works program.

Basis for Recommendation in Terms of the Guiding Principles

This recommendation facilitates achievement of the vision focus at each level of the organization. Authority, responsibility, expertise, and resources are aligned at the appropriate level of the organization to assure that each level adds value to the process. Program management activities and funds management activities are aligned to support regional and national program and funds management. The Regional Business Center is being actualized by implementation of AIS improvements that allow programs to be defined and managed at the regional and National levels, funds to be managed at these levels, and performance to be analyzed at these levels. These changes also allow the Washington level HQ's to manage and analyze strategic and current performance at the National level. Regional Business Centers including their Districts will be delegated, to the maximum extent possible, the authority to accomplish their respective missions. The Washington level HQ's is being organized and staffed with a focus on strategic planning and direction, National Program Management, National relationships especially within the Administration and Congress, and assuring that the quality of our projects and products meet or exceed the expectations of our partners and stakeholders. RITs will be used to achieve a high degree of project advocacy and to support an expansion of the regional program management function.

Process Improvements

The Civil Works process improvements recommended as part of the USACE 2012 effort, have as their cornerstone, simplifying the implementation of Civil Works Projects and Programs, and placing decision-making at the lowest level of the organization as possible. Major focus areas for the process improvements are simplifying the content and approval process for necessary partnership agreements, reducing the number of

decision documents required through the lifecycle of a civil works project, and integrating the appropriations and authorization processes to better align the Corps of Engineers to meet current and future water resources needs of this Country. Most of the recommended process improvements can be undertaken administratively, however some of the recommended improvements would require Congressional action. These improvements are clearly identified. The other major component of the process improvements is to fully implement the Regional Integration Team concept by having these teams work any and all issues affecting the civil works program within respective Regions that require Washington level attention.

The following process improvements are recommended:

Build Strategic Planning Capability within HQUSACE: The Headquarters needs to lead the Corps in assuring that the Civil Works mission is focused on the right things and working to clearly establish the Corps as a major contributor to addressing the water resources problems of this country – not only today, but tomorrow as well.

Develop a process to Carry Out the Civil Works Strategic Plan: As with the need to develop the capability to perform Civil Works based strategic planning, Headquarters needs to establish a process to engage the senior leaders in the Corps on acting on the good ideas and initiatives resulting from the strategic planning effort.

Integrate the Authorization and Appropriation Process within USACE: Considerable efficiencies and process improvements can result by integrating the authorization and appropriations processes. This is one major step in implementing a Civil Works Strategic Plan. As we look to the future, we need to help identify the water resources challenges that the Nation will be facing and help define authorities and resources necessary to respond to those needs. By synchronizing the bi-annual authorization process and annual appropriations process, we can better respond to the identified water resources needs as they develop.

Programmatically Fund the “Reconnaissance Phase” of the Planning Process: There are currently considerable delays in the implementation of a Civil Works Project from the time a local community requests the Corps address their identified problem and when we are able to initiate study of that problem through a reconnaissance study. Recommend that the Corps, rather than having reconnaissance studies funded as separate line items, be provided funding programmatically on an annual basis. This would allow reconnaissance studies to be initiated immediately upon receipt of a request, subject to authorization and funding availability. This recommendation would establish reconnaissance studies similarly to the Continuing Authorities Program. Congressional action would be required to provide authorization and annual programmatic funding for reconnaissance studies.

Provide 100% Federal Funding for the Feasibility Phase of Project Implementation: Another major cause of delays in our planning program is the time required to negotiate and execute Feasibility Cost Sharing Agreements (FCSA's). One year is required, on the average, to implement a FCSA. WRDA 86 requires that feasibility studies be cost shared 50/50. In order to remove the need for FCSA's, WRDA 86 would have to be modified to remove the feasibility study cost sharing requirement. Currently, we are receiving around \$100,000,000 per year to support feasibility studies. To maintain our

current pace in execution of feasibility studies, the additional cost to the Federal Treasury to implement this recommendation would be about \$100,000,000 per year however this would allow for broader watershed based solutions, rather than the current project specific solutions driven by the non-federal sponsor requirement. Congressional authorization would be necessary to implement this recommendation.

Build and Defend the Civil Works Program around Business Lines: The Corps of Engineers has traditionally built and defended its program based on the phase of project implementation (e.g. GI, CG, O&M). Breaking out these phases leads to inefficiency and difficulty in articulating what our vision is in addressing water resources needs of the Country. In FY 05, the Corps of Engineers is developing and defending its budget based on the nine water resources business lines of: navigation, flood control, storm damage reduction, hydropower, water supply, recreation, emergency management, environmental restoration, and regulatory. It is recommended that this initiative be continued. The Corps should organize to support developing and defending its Civil Works Mission along these business lines.

Consolidate Policy and Doctrine Development within the Civil Works Directorate: A major mission of the Headquarters is the development and implementation of Civil Works policy. Considerable efficiencies can be gained by recognizing this major responsibility and organizing so that policy and doctrine development occurs in an integrated manner consistent with the strategic planning effort. It is the responsibility of the RBC's to articulate the applicability of the policy as developed to their Districts and assure compliance with those policies.

Develop Procedures and Incentives to Introduce Design/Build Processes into the Civil Works Program: Military Programs has been developing for some time, tools and techniques to create incentives for design/build efforts. Currently over 50% of the Military Programs Projects are accomplished through design/build contracts. The Civil Works Program is different than Military Programs, however there are opportunities to work with private industry to implement Civil Works Projects using design/build techniques. The Civil Works function needs to expend effort to determine how USACE can use the efforts that have occurred in Military Programs to speed up the design and construction components of the civil works process.

Eliminate the requirement for PED Agreements: PED agreements are a process step that was administratively implemented several years ago, and would, therefore, not require Congressional action to eliminate. Eliminating the requirement for PED agreements will eliminate approximately one year from the Civil Works implementation process. The partnering process associated with the planning and design phases of a civil works project needs to be sustained even if PED agreements are eliminated..

Reconstitute Project Cooperation Agreements (PCA's) as Partnering Agreements executed at the District Level: The House draft FY 03 Water Resources Development Act, contains language that would eliminate the need for PCA's as contained in WRDA 86 and replace that requirement with partnering agreements signed at the District level. This legislation would establish the need for certain principles based on law or policy that a partnering agreement would need to contain. By implementing this draft provision, months, if not years could be eliminated from the civil works process as well

as positively addressing the number one complaint that our civil works partners and customers communicate to us regarding the civil works process.

Build the Civil Works Implementation Process around the Regional Business Center:

The major principle of USACE 2012 is that the Regional Business Center will be the operational model for the Corps. By fully implementing this principle considerable savings in time and resources can be realized for the civil works process. Redundancy of reporting requirements between Districts, Divisions, and Headquarters can be minimized and resources can be shared more efficiently between Districts. The Regional Integration Teams working for the MSCs, but located in Washington, is an example of implementing the RBC concept. At its heart, building the civil works implementation process around the RBC establishes accountability for meeting schedules, staying within project cost and quality, and partner satisfaction as the primary responsibility of the RBC.

Eliminate separate District Commander's Reports – Replace with Division Commander's Report:

This process improvement is one step in implementing the RBC as the business unit of the Corps. The current District Commander's report would be eliminated and combined with the Division Commander's notice requirement. This step would eliminate one reporting requirement, but more importantly, clearly establish the RBC as the action arm for the Corps working through its Districts.

Provide all Civil Works Funding directly to the RBC rather than to Districts:

This is another component of implementing the RBC as the business unit for the Corps. Regional databases in CEFMS need to be established before this action could occur. Once that is accomplished, Funding Authorization Documents (FAD's), and other funding documents would be transmitted directly to the RBC rather than to Districts on a line item basis. The RBC would then make work assignments and funding distribution so as to maximize efficiency and responsiveness throughout the Region.

Washington Level process focus and organization should support the mission areas of:

Strategic Planning:

The strategic planning responsibility includes three components – The first is an organizational element that would establish water resources expertise on a global scale that would keep a pulse on the technical advances, policies, and environment that water resources management and development are being undertaken in this country. This organizational element would establish the Corps as a leader in water resources thought on a global stage and challenge the direction and focus of the Corps. The second organizational element would take the perspectives of the first organizational element and engage the Corps' senior leadership in dialogue as to how the agency should be responding to these challenges and needs. The third element is the development of strategic performance metrics and the management of their achievement.

Policy and Doctrine Development:

This responsibility involves integrating all policy and doctrine development affecting the civil works program into one coordinated effort. All offices within the Civil Works Directorate would be integrated in a fashion to assure that policy development is consistent and moving the agency in the direction established through the strategic planning initiatives.

Project Advocacy: The Regional Integration Teams will provide this primary function. The Civil Works Directorate would provide the necessary support and assistance to work any and all project implementation issues in the most efficient manner possible.

National Program Development and National Program Management: This responsibility involves establishing the proper strategy for developing and defending the annual Civil Works Budget and managing the execution of the annual civil works program within the strategic context.

Integration of Authorization and Appropriation Processes: The Civil Works Program at headquarters needs to be organized and function to take maximum advantage of fully integrating the authorization and appropriation process as described above.

Executing internal and external independent review: An Office of Water Project Review needs to be established within the Civil Works Directorate to oversee policy reviews of Civil Works decision documents and to administer the independent review of selected civil works planning products.

Directorate of Civil Works

Regional Integration Teams

As discussed earlier in the report, one of the most important components of the new organization architecture is the shift of operational focus of the Washington headquarters to supporting the Regional Business Centers. Within the Civil Works Directorate, four Regional Integration Teams (RIT's) will directly support Great Lakes and Ohio River Division, South Atlantic Division, Northwestern Division, and Mississippi Valley Division.

The four SES's that lead these RIT's serve as key members of a "MSC Forward" configuration and report directly to the respective MSC Commander, but are accountable to the Director of Military Programs and the Director of Civil Works as well. As members of their respective Regional Management Boards, the RIT leaders will serve as critical linkages between the Washington HQ and the RBC's. Although the predominate mission area of the four MSCs is military, the RIT's are staffed with team members that can respond to any issue, for both Civil Works and Military Programs. RIT staffing levels are dependent upon overall mission level and issue resolution demands and are tailored specifically for each region. In order to provide for process efficiencies, some RIT members may support more than one team. RIT members are also members of a Community of Practice and also provide support to that COP leader.

Civil Works Program Integration Division

The development, defense, and National Management of the Civil Works Program is the responsibility of this Division. In carrying out this responsibility, the Program Integration Division will rely heavily on all parts of the organization, especially the Regional Integration Teams representing the individual MSC's. This Division will be responsible for the development and updating of the Civil Works Strategic Plan, anticipating future Civil Works requirements within the Country, capturing those requirements and incorporating those, as appropriate, into the future direction and pace of the Civil Works Program. Specifically, this Division will be responsible for:

- Congressional Appropriations and Authorization Committee relationships
- Development of the Civil Works Strategic Plan
- Integrating the authorization and appropriations processes to meet National needs
- Developing and defending to the Administration and to Congress the annual Civil Works Budget
- Interfacing with the ASA(CW) and OMB on the Army's annual Civil Works Budget and Water Resources Development Act Proposals
- National Appropriation and Business Line Program Management
- National Customer and Stakeholder Relationships
- Development of Strategic Metrics and Performance Measures for the Civil Works Program
- Program Review and Analysis
- Lead the Community of Practice for Program Management and Project Management

All Civil Works Appropriations and Business Lines will be managed from within this office. Accordingly, National appropriations and business line managers will be found in this Division. The Business Lines for the Civil Works Program are as follows:

- Navigation
- Flood Damage Reduction
- Hydropower
- Recreation
- Storm Damage Reduction
- Emergency Response
- Environmental Restoration
- Water Supply
- Regulatory

Each Business Line will have one person designated as the National Manager of the business line. In this capacity, this individual will be responsible for building a team of experts from throughout the Corps of Engineers who can anticipate the National needs for that business line and build and defend an authorization and appropriations process to most efficiently and effectively meet those needs. In carrying out this responsibility, the business line managers will be assisted by appropriations account managers who will have expertise and knowledge of the requirements for the Civil Works Program for the individual appropriations such as General Investigations, Construction General, and Operations and Maintenance.

Civil Works Policy Division

The Policy Divisions in both Civil Works and Military Programs are CiMilAr and they contain the resources necessary for the Leaders of the major mission area Communities of Practice to manage and coordinate their roles and responsibilities. That is, to develop and maintain policy and doctrine, a capable workforce, national and interagency relations and coalitions, organizational communications, and a learning organization for their Communities of Practice.

Each Policy Division consists of a cell of personnel that support the dual-hatted community of practice Leaders that are assigned to Civil Works and Military Programs, respectively. The personnel within each cell will coordinate teams from a virtual staff throughout USACE to accomplish the work necessary to support their communities of practice. These teams can draw members from the Headquarters (i.e. the Civil Works and Military Programs Integration Divisions or the Regional Integration Teams), Divisions, Districts, Laboratories, Centers, and Centers of Expertise.

Office of Water Project Review

The Office of Water Project Review will be responsible for performing policy compliance review of all Civil Works decision documents requiring Washington Level approval and for managing the independent review process for the Corps of Engineers. In carrying out these responsibilities, the Office will work closely with the Regional Integration Teams and field elements. The Office of Water Project Review will be directly supervised by a GS-15 and be assigned to one of the RITs for SES leadership.

Homeland Security Office

This organization is responsible for USACE homeland security support to Department of Defense and other federal agencies and for USACE-wide security and law enforcement. In this capacity the office will conduct program management of homeland security programs and outreach and liaison activities with both internal and external USACE customers and Partners involved in homeland security. The office is responsible for the planning and doctrine associated with the unique support USACE provides in supporting and responding to homeland security requirements as well as policy and doctrine for USACE-wide security and law enforcement activities. The office will work very closely with the Program Integration Division, the RITs, and the Operations Community of Practice to ensure planning and execution of the homeland security requirements are integrated with the overall CW strategic and programmatic plans. The office must also work very closely with the G3/DCSOPS in the Directorate of Military Programs to ensure planning and doctrine for civil emergency responses are integrated with the planning and doctrine to support military contingency requirements. The G3 has overall responsibility for developing an integrated USACE civil emergency and military contingency response doctrine and plan but the Homeland Security Office must provide significant input to the effort. The organization currently consists of one office without any subunits. It is recommended that this organization continue until such time as a formal USACE role and mission is firmly defined and requirements to support that mission are well identified

Institute for Water Resources

The vision for this organization is to transform it into a World Class “Water Resources Think Tank” supporting the CW functional area. The Institute of Water Resources (IWR) will be retained as a FOA with an authorized strength of 159 FTE consisting of what is commonly recognized as IWR (63 FTE) and two sub organizations - Navigation Data Center (54 FTE) and Hydrologic Engineer Center (42 FTE). Currently 25 FTE are funded with ED&M funds. All other FTEs are reimbursable funded. The sub organizations support USACE-wide Civil Works activities associated with water resource planning, navigation, model development and navigation data collection and analysis. The predominate portion of their work is reimbursable. The reimbursable work provides a firm grounding in practical application of their products and a high level of professional recognition in the water resource planning and support field. This reimbursable work, however, must be properly balanced against the CW functional needs for strategic planning and other ED&M funded support efforts.

IWR support in the future should be focused on strategic planning and visioning and support to the Water Resources Planning function. The IWR structure should be dramatically revised to facilitate this focus while building on the synergy created from the expertise and knowledge developed in their reimbursable activities.

Vision For Future: Military Programs Function

The vision for the Military Programs (MP) functions follows the guiding principles stated at the beginning of this report. The vision is based on empowering to the lowest level possible by using the concept of National level program integration and oversight and Regional level program and funds management. This empowering concept focuses operational control at the Regional Business Centers with support from the Headquarters at the Washington level.

Headquarters at the Washington level: The Headquarters at the Washington level will focus on strategic planning and direction; developing and maintaining National relationships; development of policy and doctrine; National program integration and oversight and creating conditions for USACE corporate success. This will be accomplished through the utilization of Regional Integration Teams, a Program Integration Division, a Policy Development Division, and a Combined G3/DCSOPS Division. In addition, both the Transatlantic Programs Center and the Huntsville Engineering Center will report to the Office of the Director, Military Programs.

Regional Integration Teams: As discussed earlier in the report, one of the most important components of the new organization architecture is the shift of operational focus of the Washington headquarters to supporting the Regional Business Centers. The Military Programs Directorate will sponsor/mentor four Regional Integration Teams (RITs) assigned to North Atlantic Division, Southwestern Division, South Pacific Division and Pacific Ocean Division.

The four SES's that lead these RITs serve as key members of a "MSC Forward" configuration and report directly to the respective MSC Commander, but are also accountable to the Director of Military Programs and the Director of Civil Works. As members of their respective Regional Management Boards, the RIT leaders will serve as critical linkages between the Washington HQ and the RBC's. Although the predominate mission area of the four MSCs is military, the RIT's are staffed with team members that can respond to any issue, for both Civil Works and Military Programs. RIT staffing levels are dependent upon overall mission level and issue resolution demands and are tailored specifically for each region. In order to provide for process efficiencies, some RIT members may support more than one team. RIT members are also members of a Community of Practice and provide support to that CoP leader.

Process Improvements

The DMP is the MACOM's proponent for military programs and military operations and it is essential that the DMP have the ability to direct and prioritize the efforts of the assets of the currently configured DCSOPS. During domestic emergency operations, that same oversight and direction is provided by the DCW. The DMP provides oversight and direction to DCSOPS for all Military contingency operations. There is a need to allow the Director, Military Programs to direct the Military Programs for the Corps and to provide some operational finesse to the organization during Military contingency operations. Thus, it is recommended to dual-hat the Director, Military Programs as the G3, USACE. Associated with this recommendation is the reassignment of the current DCSOPS and Office of Intelligence and Security Countermeasures to Military Programs. This will allow all processes associated with USACE response to Military

contingencies to be streamlined as well as strengthen the command and control. The Special Missions Office will be reassigned from DMP to the new DSCOPS within MP.

Currently, administrative support for the Directorate is spread among the Divisions within the Directorate. This creates inefficiencies and redundancies. It is recommended that the majority of the administrative staff be consolidated

Real Estate Process Improvements

- Delegate to the Headquarters at the eight Regional Business Centers authorities throughout the real estate mission.
- Streamline the business process for civil works.
- Stand-up real estate centers of expertise.
- Implement effective resource sharing between Regional Business Centers including use of the “sister division” concept.

G-3/DCSOPS Process Improvements

- Organizationally provides a greater presence and focus for USACE at DA and DOD level.
- Ensures that new mission of Homeland Security and the increasing op tempo of military contingencies and long term deployment of US Forces are addressed in a comprehensive manner without either mission suffering.
- Integrates Intelligence capability into G-3/DCSOPS to improve ability to prepare, plan, and respond to a diversity of missions in a global environment.

Environmental Programs Process Improvements

- The S&A flat rate account policy for DERP should be revoked and customers should be charged on an actual cost basis. This should be based on negotiations between the executing District and the customer to define an appropriate level of effort for the services desired and required.
- Baseline some ED&M funding for the core environmental mission area. All other M&S budgets and funding should be negotiated with the customer/partner and manpower resources allotted should be based on this funding. All functional areas should adjust their manpower as appropriate to live within these funds.
- Establish deliberate partnerships with AEC.
- Develop a process for establishing national environmental contracts developed to meet the needs of our national customers and partners.
- RBCs should evaluate the workload in the Environmental Design Centers spread throughout the Regions. It is believed that the number of these centers have grown to the point they are no longer efficient and, in some cases, affordable. In some cases expertise is being spread thinly and can no longer be massed as needed to provide the necessary level of management and oversight of our execution efforts.

Installation, Interagency and International Support Process Improvements

- Create a Triad between ACSIM, IMA, USACE. The Triad would present a consolidated plan and budget for the required Installation Support functions, speaking with one voice based upon an agreed upon priority for the direct funded functions, the funding, and the resource requirements to support the functions.
- Designation of 15 Liaisons with existing resources - 7 to ACSIM, 7 to IMA, 1 to Air Force to improve communications and synchronization of programs.
- Combine MSC Chief of ISO and Regional IMA Liaison into one position. Currently, each IMA lead MSC provides a liaison for each IMA Regional office. Additionally, each MSC has a Chief, Installation Support Office. The combination of these positions would result in some savings and these savings would be re-distributed to the MSC ISO checkbook funds.
- Increase collaboration / efficiency of Planning process – BRAC / Army Transformation. Elimination of FTE associated with Force Management and TABS after completion of the BRAC planning effort.
- Develop Installation Knowledge Online and ensure it is complementary with other USACE knowledge management initiatives and systems.
- Transfer PAX mission to the PAX proponent, ACSIM. Move the function of Public Works Digest to IMA.
- Eliminate the HQUSACE-imposed requirement for MSCs to obtain HQUSACE approval to support Federal agencies when there is not an existing agreement.
- Only process requests to support State and local governments that are certain to receive the required “unique” certification from the ASA(CW).
- Improve processing of Section 607 proposals. Responsibility for the management of this activity is currently divided. USACE field personnel need a single point of entry and source of assistance in getting proposals through this process.
- Develop a unified set of metrics to identify and measure the size and execution rates of the IIIS Program.
- Consolidate existing positions performing similar tasks to improve efficiencies. Currently different organizations process different agreements such as Letters of Agreements (LOA's) for civil works matters under the Foreign Assistance Act and LOA's for military matters under the Arms Export Control Act. The processes, which are initially difficult to learn, are nearly identical.
- Delegate the approval level for doing work for foreign governments to a lower level, possibly even to the U.S. embassy level in the country receiving assistance. This will require a change to Department of State and DoD policy.

Programs Management Process Improvements

There are 11 key process changes:

- Army Programming and Budgeting - Eliminate the DD1391 review and certification at the MSC. Transfer quality control and quality assurance reviews of DD1391 from HQs Washington level to the Regions and Districts. Move the task of Army budget book preparation to the ACSIM
- Final Design and Construction Contracting – Eliminate issuance of Army design directives by the Washington level HQs. The RIT will issue design directives. Consolidate command policies on one web site.
- Construction and Change Management – A regional Corporate Change Group needs to be established to manage discretionary changes. This group would consist of ACSIM, IMA and USACE. The purpose would be to obtain timely decisions on discretionary changes. The Region should manage the full (5%) contingency funding and the Region should obtain the funds directly from the Washington level HQs. A regional CEFMS database is necessary to facilitate this.
- Army Reprogramming - Eliminate HQs review of reprogramming actions. Regions will submit requests directly to ACSIM for processing and will work with ACSIM to ensure the requests are fully justified.
- Management of P&D Funds - Move the management of P&D funds to the division level. Washington level HQs will allocate P&D funds to the Regions and the Regions will be responsible for allocating and managing P&D funds between their Districts.
- Management of S&A - The leadership for the management of S&A within HQs Washington level will be assigned to Military Programs. They will be responsible for establishing a PDT to manage the S&A policy and doctrine on a corporate basis. Membership of the PDT should include E&C, RM and Military PgM COPs as a minimum.
- Project Close Out - Train USACE field offices in the “Red Zone” concept. Although the “Red Zone” concept has been adopted as USACE policy, it is not being used throughout USACE. Training is required to imbed the concept in project close out activities.
- Reporting - Eliminate the multi-layered reporting requirements. The continued use of PROMIS and the implementation of P2 is critical to achieving this recommendation. The MP metrics PDT is currently meeting to align USACE and customer/partner metrics to ensure USACE is measuring the items of importance to our customers. These metrics must be included and built into P2 to enable seamless reporting of information at each level of USACE.
- Program Management - Use the resources of the Regional Integration Teams (RITs) to resolve issues, issue directives and other activities associated with Regional Program Management actions. The RITs will be empowered to work issues with all levels of USACE and be unencumbered by normal rules of command and control. The team must, however, maintain open and clear lines of information flow and communication with all levels of USACE and the customer involved in problem resolution.

Program Integration Division

The Program Integration Division will be primarily responsible for development and execution of the MP strategic plan including direction and analysis of execution of the entire military program at the appropriations level for all business lines. Specifically the division is responsible for:

- Congressional Appropriations and Authorization Committee relationships
- Development of the Military Programs Strategic Plan
- Supporting National level customers in strategic program development
- Interfacing with ACSIM and Army Secretariat on policy and strategic planning issues
- National Appropriation and Business Line Program Integration and oversight
- National Customer and Stakeholder Relationships
- Development of Strategic Metrics and Performance Measures for MP
- Program Review and Analysis
- Program development for assigned programs and military funded ED&M programs.
- Ombudsman support to HNC and TAC.
- Leadership of the PDT for S&A policy, doctrine and oversight.
- Leadership for MP unique business processes and AISs.

The Business Lines for Military Programs are as follows:

- MILCON
- Environmental Restoration
- Real Estate
- Support for Others (including international and interagency)
- Installation Support

Each business line will have one person designated as the National Manager of the business line. In this capacity, this individual will be responsible for building a team of experts from throughout the Corps of Engineers who can anticipate what the Nation needs for that business line. In carrying out this responsibility, the business line managers will be assisted by appropriations account managers who will have expertise and knowledge of the requirements for the various MILCON, real estate and environmental appropriations as well as Installation, International, and Interagency programs.

Policy Development Division

The Policy Divisions in both Civil Works and Military Programs are CiMilAr and they contain the resources for the Leaders of the major mission area Communities of Practice to manage and coordinate their roles and responsibilities. That is, to develop and maintain policy and doctrine, capable workforce, national and interagency relations and coalitions, organizational communications, and a learning organization for their Community of Practice.

Each Policy Division consists of 4 cells of 5 personnel that support the dual-hatted community of practice Leaders that are assigned to Civil Works and Military Programs, respectively. The personnel within each cell will coordinate teams from a virtual staff throughout USACE to accomplish the work necessary to support their communities of practice. These teams can draw members from the Headquarters (i.e. the Civil Works and Military Programs Integration Divisions, the Regional Integration Teams and other Communities of Practice), MSCs, Districts, Laboratories, Centers, and Centers of Expertise.

G3/DCSOPS

The G-3/DCSOPS will continue to be the organization used by the Commander to manage military contingencies and to ensure a strong and vital presence working issues with DA and DOD.

The G-3/DCSOPS will have a close working relationship with the Homeland Security Office located in Civil Works ensuring that the USACE Operations Center (UOC) provides for an integrated capability to support the Commander and the Director of Civil Works in case of an emergency or crisis located within the United States. The G-3/DCSOPS will also support the Homeland Security Office with planning and doctrine development for the integration of military/global and domestic response plans. The Homeland Security Office will retain its separate capability to plan for natural disasters and man-made disasters including terrorist attacks occurring within the United States. The Homeland Security Office will also have responsibility for the development of USACE domestic continuity of operations and continuity of government programs.

Management of all civil works appropriations primarily FCCE is assigned to the Homeland Security Office.

Transatlantic Program Center (TAC) and Huntsville Engineering Center (HNC)

The two USACE centers, Transatlantic and Huntsville Centers will be assigned to DMP. The SES Chief of the Program Integration Division will act as an ombudsman for the Centers. The purpose of this ombudsman will be to provide support and advocacy for the Centers similar to the RITs for the MSCs. The Centers will also provide virtual membership to each RIT.

MSC HQ CONCEPT FOR ACTUALIZING THE RBC

The Need to Actualize the RBC

The focal point of the US Army Corps of Engineers in delivering products and projects will be the Regional Business Center (RBC) composed of both the MSC Headquarters and Districts operating in a fully integrated and synchronistic fashion. It is imperative that USACE implement a successful RBC in today's environment to ensure the efficiency and effectiveness of Districts in serving their stakeholders, partners and the public. Operating with tighter budgets in an age of knowledge management requires the Corps of Engineers to effectively use all its assets regardless of geographical location. The successful standup of effective RBCs to assure Districts have a reliable capability to meet both traditional public engineering missions as well as the challenges of the future across many business lines and throughout their District is critical to meeting the missions assigned to the U.S. Army Corps of Engineers. No longer can one District expect nor afford to have all the assets assigned underneath its own roof.

The business template required today makes essential that the Corps possess both the necessary organizational flexibility and learning capability that provides for the predictable transfer of knowledge and efficient use of resources. This requires reliance upon mutually interdependent cross-functional teams to perform work regardless of geographical location. The implementation of the RBC concept will require a focus on business processes which are consistent and predictably repeatable allowing for the full integration of Districts, MSC, and Washington level Headquarters to provide quality, real time support in delivering products and services to the public. The need to sufficiently resource the MSCs to perform this responsibility in managing and operating the RBC is critical to the way business must be accomplished in the 21st century.

Currently MSCs are insufficiently resourced to provide a robust capability in the management of the RBC to assure the future success of Districts in delivering projects, products and services. The need to share resources, improve learning, and leverage technical capabilities requires a different organization than that which currently exists at the Regional level Headquarters. The need to vertically integrate all levels of USACE to solve problems and support customers and partners has been a long standing recognized requirement of success by those we serve. The mandate of those we serve is to deliver projects and products faster, better, and cheaper. In order to meet this expectation, the RBC must be fully actualized as an operating concept within the U.S. Army Corps of Engineers.

Fundamental steps to actualize the RBC

The RBC must be actualized as the organizational focal point for assuring the success of Districts in efficiently and effectively supporting their partners, stakeholders, and customers. If the RBC concept is to be actualized several changes must occur based on the past five years of USACE operating experience in implementing the RBC concept:

Greater integration of District support functions must occur if the RBC concept is to be actualized. The RBC concept necessitates that consistent business processes be developed that provide the framework for mutual interdependent cross- functional teams

to thrive. Constraints within the support areas must be removed to promote the effective utilization of all assets across the RBC. One of the great enablers will be regional financial databases and local area networks (LANs). Bringing these tools into being will require a commitment of resources. Any plan to actualize the RBC will include establishing a Corps-wide law firm and effectively implementing the Model A and Model B concepts for the support functions as described in this report.

More focused senior leadership on the operational success of the RBC must occur if the RBC concept is to be actualized. Currently both SESs assigned to a MSC are involved in managing the major mission areas of Military Programs and Civil Works. The considerable day to day demands of problem solving, regional relationship management, strategic planning, program development, program execution, inter-agency coordination, and Congressional relationships allow little time for a SES to focus his or her time, talent, and energy on ensuring that the RBC is actualized and fully supporting Districts in their work. Although great progress has been made Districts have not been able to receive the full benefit and support of the RBC due in part to the attention and priority of senior leaders at the MSC being too fragmented. There is a demonstrated need for leadership focus on the RBC as a full time job.

A breakthrough in improved vertical integration of all levels of the Corps must occur in support of Districts if the RBC concept is to be actualized. Vertical integration within the Corps has admittedly improved over the past few years. However, to achieve the improved performance expectations of the Administration, Congress, stakeholders and partners a paradigm shift must occur in the way MSCs are equipped to address Washington level issues. The implementation of District Support Teams in some MSCs and the institution of MSC Support Teams at HQUSACE have improved the overall vertical integration within the Corps. However, this ad hoc approach lacks the full measure of commitment and effectiveness in tying together the Corps from top to bottom to enable Project Delivery Teams (PDTs) located within Districts to realize the full benefit of the expertise and issue resolution capabilities of the Corps wherever it resides. The need to transfer knowledge and effectively use resources requires that the RBC has a Washington level presence dedicated to full time support of the RBC and accountable to the MSC Commander. Placing a SES leader in charge of a Regional Integration Team (RIT) provides a robust and meaningful presence for the RBC at the Washington level.

The MSC must be resourced more robustly to perform the regional integration essential to District success if the RBC concept is to be actualized. The Business Management Offices at each MSC were originally stood up with only three FTE. Some MSCs over time have placed more resources in their BMO. Without sufficient resources dedicated to the business of the RBC there is limited opportunity to actualize the RBC as an operating concept. Additionally, resources are required to fully take advantage of Communities of Practice (COP) through initiatives such as Technical Forums successfully implemented by LRD, which integrate technical assets within the MSC and Districts into a more cohesive COP to solve problems and support PDT's. These approaches, which are essential to future District success, require sufficient manpower resources to be sustainable. USACE must allocate more of its Executive Direction and Management (EDM) resources to MSCs if the RBC is to be actualized.

The Corps of Engineers must develop and use strategic metrics, which focus on Regional indicators of performance to fully actualize the RBC. The need to develop strategic metrics, which reinforce the efficient and effective performance of Districts working within a RBC, is essential. The mutual interdependence of cross functional teams working collaboratively within the RBC require a suite of metrics that enable and reward regional performance to ensure future success for the Corps. The establishment of meaningful strategic metrics to guide and evaluate the performance of the RBC is without question a key success factor to actualizing the RBC.

A Concept Model for the Actualized RBC

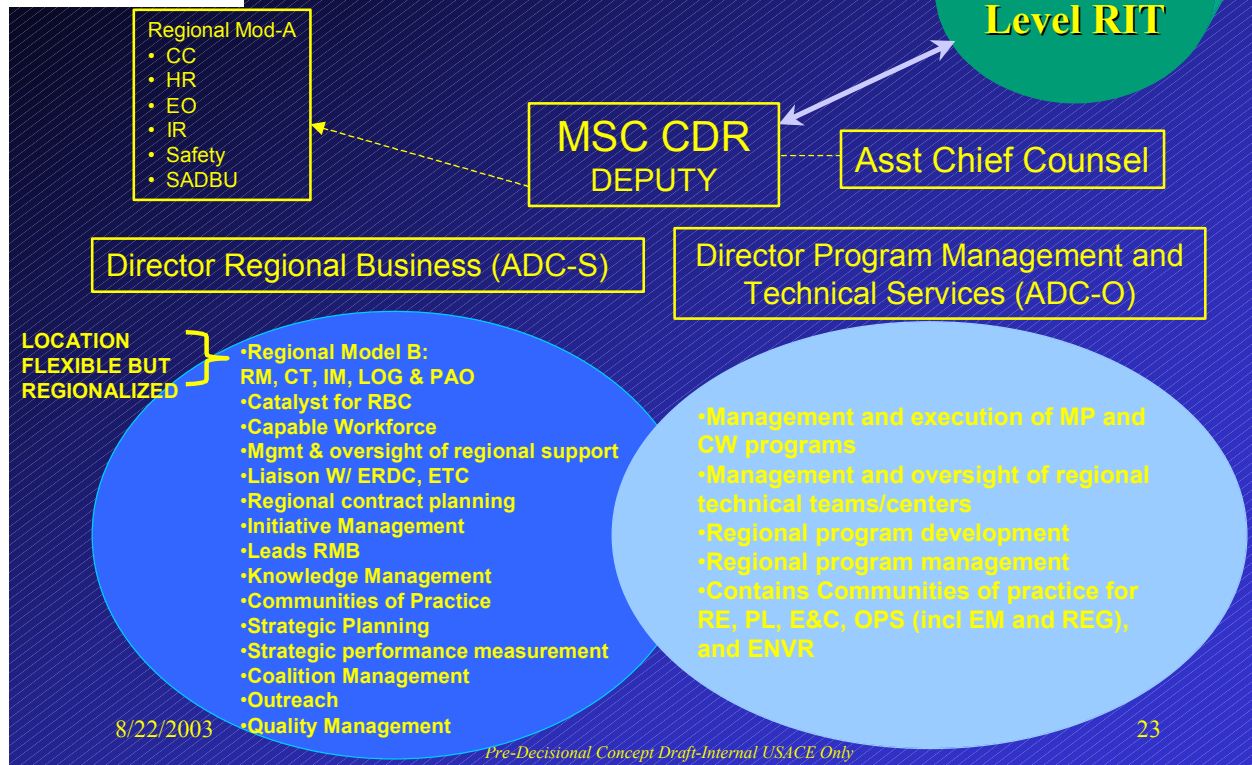
The actualized RBC will require more focus on the business of regional business, more resources to ensure that Districts continue to be efficient and effective, and a corporate leadership that is more focused on the operational success of the RBC. Additionally, sufficient funding for the tools of success such as regional financial data bases and regional LANs to provide the necessary business process infrastructure must be realized if the RBC is to be actualized. Finally, without metrics that assures that the RBC becomes a force multiplier in helping the Districts and USACE more efficiently and effectively meet the rapidly changing business demands, the actualized RBC cannot be sustained as an operational concept.

The diagram below conceptualizes how organizationally the actualized RBC will look to ensure that it is successfully implemented and sustained in improving the performance and the standard of excellence of the U.S. Army Corps of Engineers. This concept provides for:

- Significant increase in manpower resources in direct support of the RBC.
- Dedication of a SES to leading integration and change in the RBC.
- Integration of support functions within the RBC to provide seamless support to partners and customers in delivering projects, products and services.
- Establishment of a "MSC Forward" through the stand-up of a Regional Integration Team (RIT) within the Washington level Headquarters headed by a SES in direct support of the RBC and accountable to the MSC Commander.
- Full capability to effectively work the tools and metrics necessary to assure sustained success of the RBC.



Regional Concept



Vision for Future: Directorate of Programs Management and Technical Services (Assistant Division Commander for Operations (ADC-O))

The strategic intent of the Directorate of Programs Management and Technical Services (ADC-O) is to lead the development, management, and execution of all programs assigned to the RBC. The ADC-O will have responsibility for the near term execution fight and the technical quality of all mission related work performed within the RBC. Working closely with the MSC's Regional Integration Team (RIT) located in Washington DC, the ADC-O will leverage this "MSC Forward" in managing the program execution of the RBC. The ADC-O will work closely with the Regional Business Directorate (ADC-S) to ensure that requirements and needs of the program execution and technical elements are fully involved and accounted for in the support planning and delivery of services within the RBC. All Program Management and technical assets for all assign programs located within the MSC Headquarters are assigned to this Directorate. This Directorate has responsibility to work in support of the ADC-S as part of the RBC in ensuring the efficient operation of regional business processes and the appropriate investment in the capable work force assigned to the RBC.

Basis for Recommendation in Terms of Guiding Principles:

The ADC-O will integrate all the program management and technical activities assigned to the RBC collaborating with internal and external stakeholders to meet mission requirements and customer and stakeholder expectations working seamlessly with other Corps elements as "One Corps". The ADC-O will work in a synchronistic and integrated manner with the MSC RIT to ensure that issues or problems impacting program development and execution are quickly resolved enhancing the "One Headquarters" Concept. The ADC-O has an enormous job that cannot be done by one SES without the support of the SES leading the Support Directorate ensuring the full functioning of the RBC and the SES leading the RIT in the "Division Forward" ensuring the support and liaison with National stakeholders and Headquarters elements, The ADC-O will rely on the many Communities of Practice (CoP) to ensure that adequate capability is available to meet the needs of a Project Delivery Team (PDT) regardless of the geographical location of its source. The focus of the ADC-O on execution will allow for a more penetrating and comprehensive effort by the other SES to ensure that the RBC is actualized allowing the RBC to operate seamlessly and more inter-dependently to meet evolving regional and customer needs and expectations.

ADC-O Responsibilities:

- Regional Program Management for all programs
- Regional Program development for all programs
- Regional Program defense for the civil works program
- Regional Program execution for all programs
- Engineering & Construction management

- Mission area CoP
- Regional relationships in support of Program execution
- Support to emergency and contingency operations
- Planning for Civil Works
- Regulatory program activities
- Operations for all business lines
- Water Management
- Research & Development coordination
- CP-18 Career Program Management

Implémentation

Begin Implementation 1 October 2003 by developing an implementation plan for each MSC which will be implemented in the shortest timeframe possible. All PM and technical assets should be reassigned to the Directorate of Program Execution and Technical Services as soon as possible allowing the SES designate for ADC-S to begin standing up the Directorate for Regional Business.

Vision For The Future: Director Regional Business (Assistant Division Commander for Support (ADC-S))

The intent of the Director for Regional Business is to ensure lateral and vertical integration of organizational capabilities, resource sharing, and support services expertise to provide comprehensive support services efficiently and effectively to the entire Regional Business Center (RBC). The Directorate is responsible for the overall administrative governance of the RBC and serves as the focal point responsible for strategic planning, quality management, support services, communication, and relationship management for the region, leveraging the seven S model and PMBP concepts in the accomplishment of regional missions.

Support services will be provided under Models A and B. Model A services are delivered to the RBC under the direction of the MSC Deputy Commander. Support services provided via Model B are under the purview of the ADC-S who integrates the remaining support, strategy, and quality management functions required to meet the operational needs of the RBC. Services under Model A include Counsel, Human Resources, Equal Opportunity, Internal Review, Safety, and Small & Disadvantage Business as addressed in the individual Functional Area Assessment/Business Process Assessment. (FAA/BPA). Services under Model B include Resource Management, Corporate Information, Contracting, Logistics, and Public Affairs as addressed in the individual Functional Area Assessment/Business Process Assessment. (FAA/BPA).

Basis for Recommendation in Terms of Guiding Principles:

The Directorate institutionalizes the concept of the region becoming the primary business unit within USACE by leveraging strategic planning, quality management, support services, communication, and relationship management for the region under the direct supervision of a regional senior official. It binds the RBC by integrating the necessary business services, financial, and strategic components required to deliver products and services that support business lines and communities of practice regionally.

ADC-S Responsibilities:

- Regional Strategic Planning and Integration
 - a. Collaborate with designated points-of-contact within the Operations Directorate and Districts to formulate an integrated strategic plan that supports the RBC.
 - b. Leverage Communities of Practice as enablers to improve all aspects of strategic planning, operations, and support services.
 - c. Institute common METL and learning mechanisms to ensure RBC success in the delivery of products and services. Integrate the USACE Campaign Plan with key actions/initiatives that will be launched throughout the Command

- d. Synchronize and strengthen liaison activities with the District, sister Regions, and the Washington level on operations/execution and strategic planning.
- e. Maintain closer contact with the Washington level Corporate Integration Directorate (CID) to increase relevancy and effectiveness in creating a community of practice for strategic and operational management across all business lines.
- Regional Metrics - Develop regional metrics in collaboration with all business line managers that measure the efficacy of regional practices and mechanisms.
- Relationships Management
 - a. Define key relationships that will generate regional interaction, alliances and strategic commitment.
 - b. Work with senior leaders to integrate all visits to develop defined relationships.
 - c. Ensure liaison is established with ERDC, HNC, and TAC
- Issues Management
 - a. Chair the Regional Management Board (RMB)
 - b. Project Management Business Process (PMBP) Implementation and maintenance
 - c. P2 and regional financial database implementation
 - d. Regionalizing asset management – property book
 - e. Competitive/Strategic Sourcing Management
- Business Planning and Corporate Doctrine
 - a. Outreach Doctrine
 - b. Communities of Practice (CoP) Regional level oversight and leadership for all technical and support areas
 - c. Learning and Leadership
 - d. Capable Workforce/Recruitment
- Quality Management (e.g., ISO 9000, APIC) Deployment
- Regional support services implementation, integration, and oversight (RM, Contracting, IM, Logistics, PAO)

Leadership

The Directorate will be lead by a member of the Senior Executive Service (SES). The leader will be rated by the MSC Commander and Senior Rated by the Chief of Engineers.

Vision for Future: Business Management Office

The Business Management Office (BMO) will be organizationally assigned to the directorate for Regional Business at the MSCs. The primary functions of the BMO are:

- Continuously improve the service the Corps provides to the Nation and the Armed Forces through implementation of effective regional business management practices.
- Provide leadership in the operation of the Regional Business Center and the Regional Management Board (RMB).
- Lead liaison efforts between the RMB and functional boards with a focus on regional issues.
- Lead PMBP throughout the region.
- Develop and maintain relationships with strategic customers.
- Establish overall regional strategic direction.
- Maintain outreach activities in concert with the RMB and USACE strategic initiatives.

Roles and Responsibilities

- *Regional Business Center* - Oversee and direct regional business systems and manage regional decision forums, e.g. Regional Management Board, Command Council/Board of Directors. Provide executive direction and support to the RMB, CC/BOD, SLC, and other forums.
- *Strategic Management* - Implement the MSC Campaign Plan, synchronize District OPLANs, and manage regional strategic Issues.
- *Outreach and Relationships Development* – Develop and maintain a current version of the MSC Outreach Plan, manage outreach and relationships, support technical requests of combatant commanders and Service Component commanders within AOR/theater plans, provide regional customer outreach program policy, guidance, and oversight consistent with USACE policy but not duplicative of USACE policy.

Basis for Recommendation in Terms of Guiding Principles

Actualize the Regional Business Center

Move toward the RBC objective state as defined in the RBC 2012 Concept Paper, March 24, 2003. Basic premise is that we will operate more inter-dependently within each region. Each District will no longer need to perform every function; we will have regional technical centers; we will have regional metrics; one CEFMS database; and, establish regional support functions/centers that serve multiple Districts. As we define what we do within each functional area, it is essential we recognize our evolving “doctrine” particularly as defined in the role of the RBC. Both Washington level headquarters and Regional level headquarters processes must be designed to

maximize support of District tactical level work, while efficiently leveraging all available resources of the Corps.

Process Improvements

Organize and staff BMO as originally intended to achieve planned organizational missions and objectives. BMO is center of gravity for RBC operations

The BMO will have responsibility to oversee the implementation of RBC changes needed to achieve the 2012 Objective State. The BMO will do that by executing its mission of:

- Sustaining RBC Battle Rhythm
- Leading regional strategic management initiatives
- Developing regional outreach and relationships management

Vision for Future: Research and Development

The Directorate of Research and Development (CERD), as a HQUSACE Directorate, supports the research and development efforts of the Corps of Engineers by providing strategic learning, planning, and direction, national relationships, national policy and doctrine, strategic program oversight, and advising the Chief of Engineers on science and technology issues in support of the USACE mission.

The Engineer Research and Development Center, (ERDC), as a MSC, supports the research and development efforts of the Corps of Engineers by providing quality, responsive engineering and environmental R&D support to the Army and the Nation. As part of the Corps team, ERDC develops and applies innovative science and technology solutions to support the war fighter, infrastructure, environment, water resources and disaster operations. ERDC will continue to support the Coastal Engineering Research Board for the Director of Civil Works.

Basis for Recommendations in Terms of Guiding Principles

Act as “One Headquarters”, Headquarters Focus, and Division Office/Center Focus

Process Improvements

Modify the Civil Works R&D Process to include more involvement of the MSC’s in needs identification, prioritization, and transfer of technology, and less involvement of CECW.

Streamline the program development and management process by transferring program development and operational functions from CERD to ERDC.

ERDC has already consolidated all of its support functions into virtual, ERDC-wide, support offices. This ‘regionalization’ has decreased support costs by 30%.

Appendix B: Support Office FAA Evaluations

Vision for Future: Corporate Information

The visions for Corporate Information is to Migrate from the current highly decentralized IT/IM service model to a regional-enterprise model. Oversight and management of “basic” IT/IM services will be performed at the RBC. HQ CECI will manage Enterprise IT/IM services and the Enterprise Architecture.

Regional management will provide a more effective way of aligning technology and information services that support and enable core business processes.

IT services will be treated as a “commodity” and shift away from fully owning, controlling, and operating IT assets, products and services.

Basis for Recommendation in Terms of Guiding Principles

Actualizes the Regional Business Center – regional command and control of many IM/IT services, functions, and resources.

Headquarters Focus-Washington HQ is to focus on strategic IT/IM planning and direction as well as Enterprise IT/IM services and Architecture.

Process Improvements

Seven process recommendations are presented

1. *Strengthen the Corporate Management of CEIIS and the Configuration Control Board (CCB).* The current CEIIS CCB needs to be strengthened by including mission functional representatives on the board and linking the board’s recommendations to direct mission support results and costs. The board’s recommendations need to be linked more directly into the CFAT/EFAT decisions. All recommendations, proposed actions and budgets must be linked to an overall CEIIS strategic plan that is reviewed and accepted by the CCB and ultimately approved by the Commander.
2. *AIS Program Management Consolidation.* AIS PM is widely decentralized. Recommend AIS PM be centralized with a AIS PMO, located at the Washington level HQ. Technical support would come from a Central Design Activity to be selected on the basis of competitive proposals.
3. *Eliminate one of two Processing Centers.* The elimination of one of two processing centers should be evaluated to determine if savings can be realized while maintaining quality of service. Savings are anticipated from operational efficiencies resulting from having only one Center, an Enterprise Processing Center (EPC). Note only a portion of the savings would be ED&M funds.
4. *Evaluate the Feasibility of Migrating CEEIS to NETCOM.* Army established NETCOM in 2002 to relieve MACOMS from the responsibility of operating IM architectures. NETCOM operates the Army Enterprise Infostructure (all Army networks and systems), via a Regional CIO who is part of the IMA. It is envisioned that NETCOM will by order or direction take over CEEIS thereby absorbing the USACE Infostructure. The feasibility of migrating to NETCOM needs to be evaluated

considering the varying customer and partner base of the different USACE mission areas. The evaluation must determine if and how the requirements of these mission areas can be accommodated in a NETCOM environment.

5. *IM/IT Support Services Provided to ED&M Funded Positions.* Recommend IM/IT support services to all HQs (Washington and Regional level) be provided on a fee-for-service basis. The ratio of IM/IT support staff to supported personnel should gradually move to a ratio of 1:75-100 which is the industry average.
6. *Regionalize basic IM/IT Services across USACE.* Recommendation fully leverages existing technologies to help USACE migrate from its highly decentralized IT/IM service model to a regional-enterprise model in providing baseline/basic services. The oversight and management of various IT/IM services should migrate from the local level (District/Center) to a Regional Business Center. This migration will provide significant savings in overhead costs. The leasing of hardware and software associated with these services should also be considered in lieu of purchasing. This will also lead to efficiencies in ED&M funded positions.
7. *Establishment of Regional Server Farms.* There are hundreds of servers across USACE being “system administered” at the local level and not being utilized to their full capacity. Physically moving these servers to “regional server farms” would result in a reduction in the quantity of servers and the overhead associated with administering these devices, reduce software and hardware licensing costs, eliminate single points of failure, optimize the ability to secure them, and reduce the amount of communications circuits (hence costs) needed to access these devices. This should be pursued in parallel with regionalizing IM/IT services.
8. *Award a Nationwide IT/IM Services Contract.* Having a single nationwide contract will facilitate regional management of contracted services while eliminating overhead costs associated with multiple IT/IM service contracts. It will also streamline contract command and control lines by having a “single belly button” that manages all IT/IM services with a common understanding of USACE Enterprise Architecture objectives.

Organizational Template

The current organizational template is not changed at the Washington or Regional level HQs. The Regional Model is chosen for this support function and the RBC will determine the most efficient and effective means for providing IT support. FTE will be identified as necessary to support the Regional Integration Team.

MMD

CECI should be staffed with 31 ED&M funded FTE.

MSCs should be staffed with 3 ED&M funded FTE per MSC for a total of 24 FTE.

Total staffing for Corporate Information is 55 ED&M funded FTE.

The Director for Corporate Information will matrix appropriate FTE in direct support to the Regional Integration Teams.

Implementation

FY04

- Develop a Program Management Plan to document plans and schedules for addressing all the process changes.
- Commence evaluations concerning the feasibility of eliminating 1 regional processing center and migrating CEIIS to NETCOM. Complete the evaluations by the end of FY04.
- Develop implementation plans to move to regional IM/IT services and equipment. Present these plans to senior leaders and Commanders for review and approval.
- Develop recommendations for strengthening the management of CEIIS, present the recommendations to the senior leaders and Commanders for review and approval.

FY05

- Continue implementation of the process changes that have been approved.

FY06

- Complete implementation of all process improvements.

Vision for Future: Corporate Integration Directorate (CID): The strategic intent of the Corporate Integration Directorate (CID) (formerly the Command Planning Group, CPG) is to peer into the distant future and shape the strategic direction of the Corps. The CID will make a lasting impact by improving business performance, institutionalizing learning, shaping management thinking, developing doctrine, managing cross cutting initiatives and integrating all business processes not unique to particular business lines or programs. The CID will collaborate closely with the Military Programs and Civil Works Integration Divisions to synchronize strategic planning and business process improvements.

Basis for Recommendation in Terms of Guiding Principles:

Working with internal and external stakeholders, the CID will integrate HQUSACE and MSC echelons to align all mission and support functions into One Corps with One Headquarters. This will allow USACE to operate seamlessly and more inter-dependently to meet evolving national and customer needs and expectations. The CID will ensure we recognize our evolving “doctrine” particularly in the role of the RBC, Communities of Practice (CoP) and the USACE business process (PMBP). The role of the professional staff will be to leverage a sophisticated arsenal of management frameworks, tools and techniques as well as facilitate the collaborative efforts of the senior leadership to solve a range of complex challenges facing the Nation. The CID is focused on supporting the major mission areas of the Corps as envisioned in 2012.

CID Responsibilities:

Corporate Strategic Planning and Integration

- Collaborate with designated points-of-contact within each Directorate to formulate an integrated strategic plan for USACE that supports the RBC.
- Leverage executive leadership conferences (Command Council, Senior Leadership Conference, ENFORCE, Leaders Emeritus, Leadership Transitions) as enablers to improve all aspects of strategic planning.
- Institute executive and staff learning mechanisms so that the senior leadership, managers and staff can learn more about strategic planning and grow USACE’s strategic thinking capacity. Continually improve the learning system by keeping materials fresh and current.
- Integrate the USACE Campaign Plan with key actions/initiatives that will be launched throughout the Command
- Synchronize and strengthen liaison activities with the Business Management Office in the RBC and HQ on operations/execution and strategic planning.
- Maintain closer contact with the RBC BMO to increase relevancy and effectiveness in creating a community of practice for strategic management.

Strategic Metrics

- Develop strategic metrics in collaboration with all mission areas.
- Review performance plans in coordination with Program Directors for strategy and performance inconsistencies. Make modifications to strategic actions and determine resource implications.

Relationships Management

- Define key relationships that will generate strategic interaction, strategic alliances and strategic commitment.
- Work with senior leaders to integrate all visits to develop defined relationships.

Issues Management

- Chair the USACE Issues Management Board (IMB)
- Project Management Business Process (PMBP) Implementation
- P2 Deployment
- Competitive/Strategic Sourcing Management
- Quality Management (e.g., ISO 9000, APIC) Deployment

Business Planning and Corporate Doctrine

- Outreach Doctrine
- Communities of Practice (COP)
- Regional Business Center (RBC)
- Learning and Leadership
- Knowledge Management
- Registry of Skills
- Capable Workforce

Corporate IT System Oversight and Integration (e.g., CFAT, EFAT)

Manpower and Manning

Skill mix and size of staff will be adjusted as existing initiatives are completed and new initiatives are undertaken.

Leadership: The team will be lead by a member of the Senior Executive Service (SES) who may also lead one of the Communities of Practice (COP). The leader will be rated by the Deputy Commanding General (DCG) and Senior Rated by the Chief of Engineers.

Team: The CID will be comprised of strategic planners and business process professionals, practitioners, subject matter experts and a small administrative staff.

Implementation

Begin Implementation 1 October 2003 by combining the existing Command Planning Group with Competitive Sourcing and P2/PMBP staff offices.

Vision for Future: Equal Employment Opportunity

The Equal Employment Opportunity function serves all USACE business lines equally as it supports all employees in all locations throughout the Corps of Engineers. At present, every level of command has one or more EEO staff members assigned to that command. There is considerable overlap between echelons of functions performed at more than one level. As a result, the FAA proposal is to streamline the staff EEO work performed at the MSC level, and at times eliminated, and that ED&M resources currently performing these functions be moved under the command and control of HQ USACE EEO under a "HQ forward" regionalized concept (Headquarters Model A). Processes would be streamlined. In addition, all collateral duty EEO counselors would be eliminated and full time permanent EEO counselors paid on a reimbursable basis would provide EEO counselor services throughout USACE.

Basis for Recommendations

Actualize the Regional Business Center

By the year 2012, USACE EEO program will be operated under a "HQ forward" regionalized concept with District offices intact. The regional concept will include professional counselors; automated data retrieval and complaint processing capabilities. A regional focus would allow for consistency in implementing the EEO process and programs, as well as consistency in training and policy interpretation. CEEEO would be serving as a policy and oversight body to the regional EEO operations. The uniqueness of issues in each region requires that all operating functions be conducted at the regional level with CEEEO providing guidance to regions on program policies, practices and processes to includes, but not limited to the following:

- CEEEO monitoring compliance with EEOC and DA regulations for all regions. Each region would measure compliance in their respective Districts.
- CEEEO ensuring all reports to DA and EEOC are accurate, submitted in a timely manner.
- CEEEO serving in a advisory manner to CG and MSC Commanders on all regional and HQ's issues.
- CEEEO providing advisory service to regions on all EEO related training.

Process Improvements

Recommend that the practice of using collateral duty counselors for EEO complaint counseling be eliminated. Improvements and savings will be realized in many areas, including timeliness of processing complaints, reduction of training costs, and quality of reports. In addition, Corps employees currently engaged in collateral duty counseling will be returned to mission work, by the hiring of dedicated EEO Specialists to serve as regional full-time EEO counselors on a reimbursable basis.

Recommendations regarding streamlining of staff level EEO functions do not significantly change how operational EEO functions are performed by Districts.

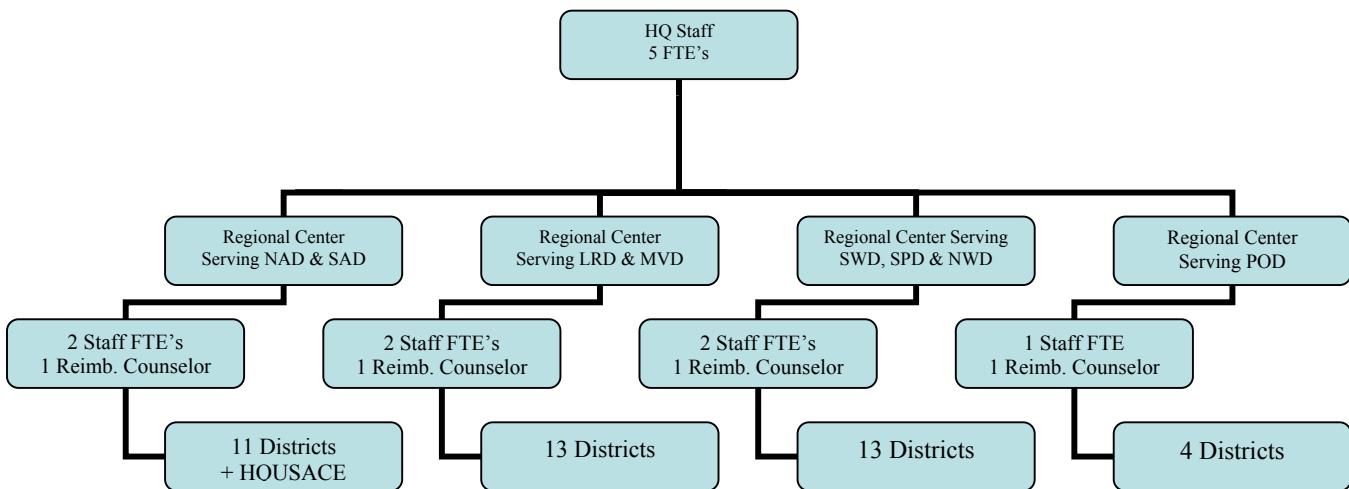
To allow for prior MSC Staff EEO functions to be performed by fewer employees, some functions will be done only at District and/or HQ level. In particular, Affirmative

Employment Plan (AEP) plans and accomplishment reports will no longer be done separately for Divisions. A corporate AEP should first be developed by HQ USACE to indicate the overall corporate status and plans. District plans will then be developed to reflect District scenarios and needs in support of the HQ overall objectives. The AEP plan covering HQ USACE employees should be expanded to cover the “One Headquarters” concept and include employees at all Division headquarters.

Other efficiencies will allow for a reduced number of employees to perform the remaining work to include such things as EEO Awards being sent directly from Districts to HQ without a pass-through at Divisions, delegating to the servicing District the responsibility to assist with individual recruiting/selection actions, and placing the regional resources under the HQ USACE EEO Manager so that administrative functions of budgeting, etc. are no longer required and will not be necessary for the “forward” employees.

Organizational Template

The following staffing charts depict the proposed EEO HQ forward “To-Be” organization.
EEO Organization Template



The efficiency and effectiveness of EEO operations Corps-wide can be improved by straight-lining ED&M EEO Officers under HQ USACE EEO. This would enable the programs to be more consistent and aligned with Corps objectives and strategies. One key aspect of this concept is that subject matter experts, i.e. the USACE EEO, would supervise all ED&M funded EEO Officers. Consequently, they will receive more direct program management. The oversight and quality assurance/quality control functions of the HQ and “HQ forward” people should be greatly enhanced. This concept also significantly improves the ability of the career field to fill gaps when vacancies occur, cross-level workload, develop skills of EEO careerists and capitalize on particular expertise at various locations to enhance capabilities at all locations.

Recommend the HQ USACE EEO staff remain at a level of five FTE and that regional ED&M spaces be 7 FTE deployed regionally as required. The responsibility of reviewing all Districts' AEPs will be added to HQ; currently, there is a roll-up from the Divisions. Although "HQ Forward" EEOs will conduct EEO program oversight, ultimate responsibility will shift to Washington level HQ. EEO automation services at HQ will increase with the need to provide on-time data and services to the EEO community. Program Management will not be three-tier, but two-tier, from HQs to Districts. Correspondence (Congressional/Special Emphasis) will be coordinated at HQs only (HQs to Districts). HQ EEO will have rating, training and supervisory responsibility for all "HQs Forward" EEOs and will have to coordinate the logistical needs for them as well. District level EEOs will be in direct support of their respective Districts. District EEO relationships with District Engineers will remain unchanged.

Implementation

Between now and full implementation, a hiring freeze is proposed on MSC EEO vacancies. We recommend the HQ "forward" regional concept be implemented, for FTE reduction purposes, via attrition, which is expected to be high during the next year to two years. Effective 1 October 2003, all MSC EEO positions should move to the command and control (and TDA) of HQ USACE EEO Office. Until achievement of the FTE reductions, geographic dispersion in servicing regions should not be addressed. Instead, after achieving the target FTE for the "forward" positions, any vacancies recruited can address geographic proximity to serviced regions. We expect full implementation will be achieved through attrition no later than October 2005. New position descriptions will be developed for the regional "HQ Forward" concept. Movement of remaining MSC EEO staff members to the new position descriptions will be phased as relevant within Federal personnel regulations. Appropriate recruitment actions are needed immediately upon implementation of this concept for the four full-time EEO specialists who will serve as regional complaint counselors. Location of these positions is flexible to be determined on a case-by-case basis based on such issues as complaint workload, candidate availability and locations, ease of travel, etc.

Vision for Future: Engineer Inspector General (EIG) and Internal Review (IR)

Currently the Engineer Inspector General and Internal Review are separate organizations within USACE. There are opportunities for synergy and efficiency when these two organizations are combined. It is recommended that these two organizations be combined, to DoD's current configuration for the IG and Audit functions.

The Engineer Inspector General function serves the general public, Corps employees and all USACE business lines equally. Major functions include, but are not limited to: inquiring into, and periodically reporting to the Commander on the discipline, efficiency, economy, morale, training and readiness of the command; periodically proposing programs and systems to the commander for inspections and recommending additional inspections and investigations as appropriate; providing assistance to commanders, soldiers, family members, and civilian employees as requested; teaching Army policy, procedures, systems, and processes to inspected activities to improve operations and efficiency and accomplish command objectives.

The Internal Review function serves USACE commanders, business line managers, and support office managers with professional advice on audit, risk management, business process, and management control issues. Auditors perform audits and reviews as requested by commanders, business line managers, and support office managers. Additionally, auditors perform reviews required by regulation and law.

Basis for Recommendation in Terms of Guiding Principles

Both of these organizations perform similar missions creating some redundancy in function. There are some economies of scale and opportunities for synergy if combined into one organization.

Process Improvements

Recommend eliminating the wide-view, multi-location audit function now performed by CEIR leaving such audits to virtual teams of experts from the field, managed by the Headquarters. All reporting would flow directly from the Districts to CEIR, eliminating a review at the MSC level. Also, all policy would flow from CEIR directly to all audit offices. Currently, guidance is issued to MSCs who then send it on to the District IR offices. Recommend designating auditor subject matter experts in the areas of policy/reporting, Chief Financial Officers Act (CFO) compliance issues, liaison, and contracting emergency response. Auditors at all levels would be able to call on these designated experts for their technical knowledge and expertise in USACE functions. This type of Technical Expert program is currently in use for several functional specialties at numerous locations in the field.

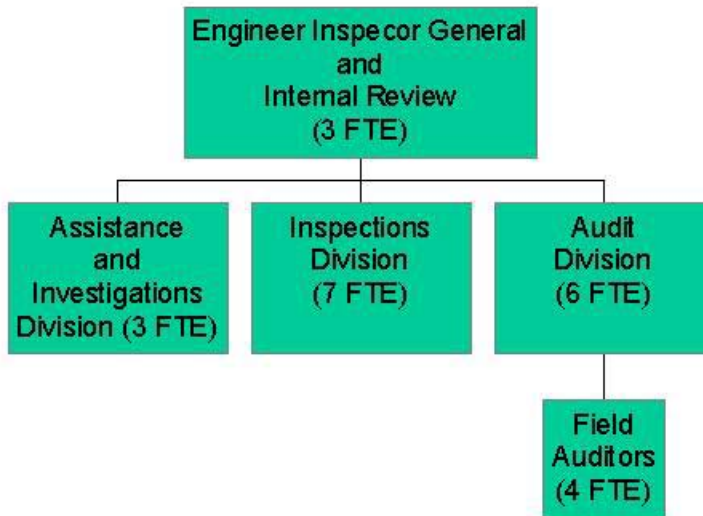
Quality assurance and CFO compliance, two functions now performed at the MSC level, would be centralized. Subject matter experts in policy/reporting, liaison, and contracting emergency response would be retained and managed centrally. Regional auditors would be responsible for EIG/IR functions in the field. Audit requests would be weighed to determine which reviews were most compelling and those reviews would be prioritized. More work would be monitored and fewer reviews would be completed at the regional level. Streamlining would result from reporting and policy flowing directly between headquarters and subordinate offices where currently everything is

consolidated at the MSC level. Additionally, centrally managing quality assurance and CFO efforts would result in significant time savings but might also result in less compliance.

Organizational Template

Recommend that the Inspector General and audit function reside at the headquarters level in Washington, DC. Proposed changes would offer the least risk to the effectiveness and efficiency of the program.

EIG and IR Organization



Recommend that the office be restructured into an Executive Office, an Assistance and Investigation Division, an Inspections Division and an Audit Division providing direct support to the entire organization.

All ED&M functions will be performed by a team managed from HQ USACE. Recommend locating 19 professionals in the USACE HQ with 4 additional personnel assigned to support the regional business centers. These individuals may be organized in teams and will report to the HQUSACE functional lead. These teams will also be charged with performing selected functions for the EIG/IR program. Physical location of these four individuals will be determined by the functional lead.

Recommend 23 FTE be assigned to this function as distributed below.

Implementation

Adjust MMD to reflect revised staffing levels. Both options could be implemented immediately.

Vision for Future: USACE Finance Center

Provide responsive, professional finance and accounting support, on a centralized basis, worldwide.

Compete successfully in A-76 Studies as required.

Successfully implement P2, a regional financial database, and new or revised resource management systems (replacing CEFMS) to accommodate both.

When the UFC was stood up, the centralization of the finance function resulted in a reduction of 111 FTE (386 FTE down to 275 FTE). Of this 275, 20 were currently ED&M funded.

Basis for Recommendation in Terms of Guiding Principles

Act as One HQ and One Corps.

- This centralized function, on of the first centralized functions internal to USACE, clearly support this primary principle.
- With implementation of the new PgM systems (P2) and the new finance and accounting system (replacing CEFMS) the UFC will be a source of expertise for operating a regional and national finance system.
- The regional database will actualize the Regional Business Center

Process Improvements

No specific process improvements are recommended. It is however recommended that the funding source for 2 FTE move from ED&M to fee-for-service based on the review and analysis of the HQ liaison and Audit Review Functions that do not meet the criteria for ED&M funding.

Organizational Template – Reduce ED&M FTE by 2. 18 ED&M FTE remain to accomplish upward reporting and HQs CFO requirements. The UFC will report directly to the Director of Resource Management/CFO at the Washington level HQ.

Implementation

- Change funding source for 2 ED&M funded positions beginning in FY04.
- Implement new PgM system in FY04 and new financial system in FY06.
- Perform A-76 study on the functions performed by the UFC during the FY04-05 timeframe.
- Initiate action immediately to create regional databases. Ensure coordination with P2 fielding.

Vision for the Future: Humphries Engineer Center Support Activity

The Humphries Engineer Center real estate will be returned to Fort Belvoir.

The Humphries Engineer Center Support Activity (HECSA) will not exist in the future Objective Organization, USACE 2012. Operational support to HQUSACE, other Corps organizations, and DoD will be provided by the North Atlantic Regional Support Center. This support will be provided either by center staff in a virtual organization or by contract.

The North Atlantic Regional Support Center will provide Contracting, Equal Employment Opportunity, Information Management, Logistics Management, Office of Counsel, Resource Management, Safety and Occupational Health, Security and Law Enforcement, and Small Business operational support to HQUSACE.

Department of the Army will provide Human Resources support.

Basis for Recommendations in Terms of Guiding Principles

Actualize the Regional Business Center Concept/Act as One Corps. HQ Washington level will be treated similar to a geographic District within the NAD area of responsibility for operational support services.

Process Improvements

Consolidation with a larger Regional Support Center will result in economies of scale

Overall Template

North Atlantic Regional Support Center

Site Management

ED&M 2

Other 1

Total 3

	CT	EEO	IM	LM	OC	RM	SOH	SLE	SB
ED&M	6	4	21	18	7	25	3	2	1
Other	2	0	8	5	0	9	1	1	0
---	---	---	---	---	---	---	---	---	---
Total	8	4	29	23	7	34	4	3	1

Transfer: 89 ED&M FTE to North Atlantic Division (plus 27 reimbursable FTE)

Implementation

On 1 October 2003 conduct a detailed study and analysis to determine the most efficient and effective means and cost to disestablish HECSA. Previous studies should

be used to the maximum extent possible to expedite the study. The would include transfer of the real estate to another organization or agency and obtaining administrative support for the Washington level HQs from NAD. The report should be finished by 1 April 2004 and be presented to the Deputy Commander.

Vision for Future: Office of History

The Office of History mission is “to collect, document, interpret, and preserve the history and heritage of the U.S. Army Corps of Engineers. It serves as principal advisor to the Commanding General and the Chief of Military History on all matters pertaining to the history and heritage of the U.S. Army Corps of Engineers. In addition CEHO establishes and oversees policy for the USACE Historical Program as part of the U.S. Army Historical Program, as directed by Army regulation.

CEHO must position itself to be flexible and adaptive and be closely linked to the strategic planning process. A key function of CEHO is historical analysis that results in a variety of products, from quick studies to published monographs, providing context and lessons learned in a timely fashion for senior decision makers. The Commander's Planning Group will regularly involve Corps historians as consultants and as team members in the strategic planning process. The Office of History will be a key player in the USACE Learning Organization, will participate in developing and executing USACE communications strategies, and will be more closely linked to Corps Visitors Centers.

As business practices change, the Corps' Oral History program will be an increasingly valuable tool to capture and preserve the record of USACE accomplishments. More than ever, oral histories will supplement the electronic and written record and be a major component for transferring knowledge within the learning organization.

The USACE Research Collections managed by the Office of History are critical to fulfilling the historical mission and functions. This collection of documents, images, books, and artifacts must be comprehensively indexed and accessible. USACE will use new technology and digitized sources of information to quickly provide a variety of interesting and useful products for a wide variety of audiences. In the next decade CEHO will continue to expend manpower and dollars to implement an integrated system to assure the collection meets the needs of USACE and incorporates the latest technology.

Basis for Recommendation in Terms of Guiding Principles

This mission is best accomplished under the central direction and guidance of Headquarters using the National Model (A). This is consistent with the Headquarters focus on policy and guidance. USACE will have a complete field historical program. Most work will be outsourced.

Process Improvements

The following process improvements were identified:

The Office of History's Historical Program Oversight and Review; Research and Writing; Staff Support; Oral History; and Command History functions are value-added priorities with the highest risk to mission if not performed. The FAA team focused on changes that would allow maximum effort to be devoted to these priorities, by eliminating, reducing, or streamlining other functions or processes.

The most notable process change would eliminate the requirement for Districts to prepare history updates and regionalize the histories at MSC level. In addition MSC

histories would be required every ten years instead of five. Also recommend that planning for the USACE museum cease until resources are identified.

Other process changes include: reduced review time due to fewer products to review; reduced reference time due to new web products and transfer of responsibility for historical questions related to Engineer units, training, and doctrine to the Engineer School History Office (TRADOC); adoption of an Integrated Historical Information System to speed access to the Corps' research collections for USACE and non-USACE customers, keep contents up to date, and improve delivery of timely responses/products; and identification of a fixed budget to fund field histories. Recommendations are also made to emphasize training for the non-historian members of the staff enabling them to assist in performing a broader range of functions in the future.

Organizational Template

Office of History will centrally manage all ED&M assets assigned to this function. Physical location of resources will be assigned by the functional lead.

Reduce FTE to 6

Implementation

Adjust MMD to reflect revised staffing levels. Achieve through attrition.

Vision for the Future: Human Resources

The Human Resources mission for the Corps of Engineers was organized around Support Organization Model A (National Focus). This model was selected because of the belief that human resources services retained within the footprint of the Corps of Engineers as ED&M can most effectively be provided at the national level using centrally managed national assets. With the substantive downsizing of HR within DOD and DA and the continued transition of all operational HR assets from the Corps of Engineers during a period of impending workforce change and turbulence the need to provide the greatest flexibility in the use of HR assets within a One Headquarters concept dictated adoption of Model A.

The Human Resources mission of 2012 will be less operational, less procedural or bureaucratic, and more focused on strategic advisory services to management and teams at all levels. Human Resource professionals will continue to develop policies, programs and legislative initiatives that will serve changing mission requirements while remaining in synch with strategic plans. In the near term HR advisors will advise Commanders on competitive sourcing issues and other essential aspects of personnel policy and practice. It is anticipated that the current operating military personnel mission will diminish and Senior Executive Service administration will be transferred to HQDA and HR would act in advisory role.

Using the one Headquarters concept, Human Resources ED&M assets across the Corps will be managed by the Director of Human Resources to ensure the presence of expertise and responsiveness on Human Resources issues throughout the Command. The headquarters located at the eight regional offices will be used to provide real time advice to Commanders and their staff while networking through centers of excellence to facilitate quality advisory services to every Regional Business Center. Nationalizing Human Resource assets to serve the Corps at a time of Army wide consolidation will be a force multiplier to the HR footprint retained within the Corps.

It is critical that HR assets be made more robust in the Headquarters at our eight regional business center locations. It is imperative that as robust a capability as possible be provided in support of the Regional Business Centers.

The training mission for HR will be retained in the Headquarters at the eight regional business centers and used to support capable work force and workforce development initiatives.

Human Resources will seek to assess the advantages of contracting out for those operational responsibilities retained in the headquarters such as military personnel services.

Basis for Recommendation in Terms of the Guiding Principles

Act as One Corps

- Provides for vertical integration of HR assets Corps-wide.
- Enhances HR assets at the Regional Business to participate effectively within the Regional Business Centers using the PMBP.
- Promotes the learning organization.

Act as One Headquarters: Fully integrated HR team lead by Director, HR as part of one Headquarters concept.

Actualize the Regional Business Center

- Provides an integrated approach for HR resources to the Headquarters located at the eight Regional Business Centers.
- Aligns all HR assets in support of eight Regional Business Centers.
- Places decisions and approvals at the Regional Business Center and District level to the maximum extent possible.

Focus Each Level of USACE

- Headquarters located at Washington D.C. is focused on issues best addressed in Washington D.C. including key national level relationships.
- Headquarters located at Washington D.C. is organized to create conditions for success of the Regional Business Center by fully integrating HR assets Corps-wide.
- Headquarters at eight Regional Business Centers are focused on creating success for Districts operating in the Regional Business Center including sustaining quality relationships with CPOC's and CPAC's.

Process Improvements

Vertical integration of HR assets Corps-wide.

Organizational Template

The National model has been chosen for the HR support function with field personnel located in the regions and FTE will be identified as necessary to support the Regional Integration Team.

HQ Washington DC	25 EDM
Office of the Director:	3
Military Branch:	4
Employee Comp	8
HR Development	10

HQ eight Regional Business Centers 16 EDM [two per each Region]

Total EDM 41

* Director HR will work assigned assets to determine the best mix possible for support to the Corps of Engineers. This may require shaping assets to the regional business centers to achieve maximum value and impact in HR support.

* The Director for Human Resources will matrix appropriate FTE in direct support to the Regional Integration Teams.

Implementation

FY 04

Begin immediate implementation of process improvements described in Human Resources Functional Area Assessment. Establish a plan to provide orderly transition to HR Organizational Template.

FY 05

Review advisability of contracting out Military Personnel function and make a recommendation. Transition to HR organizational template.

FY 06

Continue transition to HR organizational template with a goal of completing it.

Vision for Future: Logistics Management

The Logistics Management Function supports the execution of the four USACE business lines. Advances in automation technology and business practices have created opportunities for the Logistics Management organization to enhance efficiencies thus reducing human and material resources required to accomplish its mission. The proposed organizational structure was aligned to address logistics programs and provide regional logistics support to multiple Districts (Regional Model B). It provides the framework to realize the business benefits associated with the consolidation of functions. In addition it postures the organization with capability to respond to regional military and civil contingencies.

Logistics will be a full partner in enabling mission success, generating economies and efficiencies, supporting sound decision-making and good stewardship through a totally integrated logistics support environment across projects, Districts, and divisions. Logistics support principles, policies, procedures will be embedded in and integrated with business processes and automated information systems for seamless logistics support.

USACE will be able to obtain logistics support from an integrated and flexible mix of support options including both in-house support as well as support from other DoD organizations (e.g., Defense Logistics Agency, Joint Logistics Command, etc.) and government agency resources, along with commercial sector contract resources. Logistics planning will be a vital function ensuring adequate support during contingency and emergency response operations to include everything from humanitarian assistance to war.

Basis for Recommendations

Act as One Corps: Organizational efficiencies can be realized at all levels. At HQUSACE, executive direction and management (ED&M) FTE reductions can be achieved through strategies that realign and reshape the existing workforce. Combined with restructuring from other HQUSACE elements, up to three (3) Logistic FTE's will be eliminated by consolidating or centralizing existing administrative, secretarial, and information technology work.

Actualize Regional Business Center: Efficiencies can be achieved at Division offices by embracing a regional concept. Regionalization would provide for a single Regional Director of Logistics (RDOL) with subordinate branch chiefs for each of the functional areas. Each RDOL would perform both ED&M and District/project missions on a roughly equal basis thus resulting in an immediate savings to ED&M regional funds equivalent to 4 FTE's. Staff in support of the Districts/projects would be distributed throughout the region based on customer demands and workload. The individual performing the ED&M function (RDOL) could be physically located at the division office or one of the Districts within the RBC. Staff members would be located as close to the customers (Districts and projects) as practicable.

Process Improvements

Major process improvements in the delivery of logistics products and services can be achieved by taking advantage of automated system technology and business process

redesign through a regional time-phased consolidation effort that would allow for potential reductions to the Logistics workforce without impairing delivery of products and services to customers.

The recommended Logistics Organization centralizes command and control while leveraging talent, and critical knowledge, skills, and abilities (KSAs) across the organization. Logistics business processes do not fundamentally change from our current methodology, what does change is the consolidation of several key functions and supporting systems at the regional level. The conjoining of business functions provides the opportunity for streamlined business processes, a centralized/shared database, regional management capabilities, and leveraging of technology. Management and execution of the functions encircled are currently performed at three levels (HQUSACE, Divisions and Districts). Proposed is the banding of these functions at two levels. Strategic management will be at HQUSACE while management and execution will be merged at the regional level focused on Districts and projects. Consolidation of these functions would eliminate redundant functions being performed at the Districts and streamline lines of business.

Major logistics functional expertise to be regionalized within the MSCs included as part of this initiative include: Vehicle Management, Travel Management, Maintenance Management, Property Book Officer, Stock Report Officer, Facilities Management, Logistics Emergency Planning and Response

Regional issues, approaches, and solutions are important to speed the decision cycle contributing to increased efficiency and mission effectiveness. The above Logistics positions would remain as District funded (or possibly direct funded, fee for service) positions although now more regionally focused. Staff members could reside at any of the subordinate District offices while working virtually for the RDOL. Regional focus with regular communication including site visits would best enable this emphasis to succeed.

RBC and AIS. Implementation of this structure requires that USACE embrace fully the concept of the regional business center with specific implications for automated information systems (AIS).

- *Financial Management.* Financial, logistics, and other information systems must be consolidated at the regional level to facilitate the sharing of workload, knowledge, and resources. Creation of a regional CEFMS database will pay immediate dividends for the customers of Logistics Management by enabling strategic collaboration among the District staffs. This will enable improved responsiveness even when key staff are unavailable. It will also enable the funding of regional logistics support through direct reimbursements for services.
- *Asset Management - Property Book.* Regional consolidation of the Automated Personal Property Management System (APPMS) is also vital. This will enable the consolidation of property book functions within the Regional Center and provide an added opportunity for collaboration among Logistics Management staff and their customers at varied locations across the entire region.

- *Enterprise Asset Management Systems.* All AIS initiatives must be developed and implemented as complete Enterprise Asset Management Systems to insure compatibility with the Regional Business Center paradigm.

Regional Logistics Support Centers (RLSC). Consolidation of the logistics resources strategically across the region under the direction of a Regional Director of Logistics (RDOL) is critical for this effort. The recommended structure centralizes command and control while leveraging talent, and critical knowledge, skills, and abilities (KSAs) across the organization to accomplish the various tasks. This organizational re-direction and framework adjustment would vastly improve efficiency and mission effectiveness across the entire organization.

Strategic Collaboration. Consolidating logistics sub-functions across regional domains creates the potential for strategic collaboration between the sub-functions and the customers they support. This will require both leadership and teamwork skills along with broad knowledge of logistics sub-functions over the entire life cycle of customer requirements.

Multi-Functional Leaders/Team Members. The future logistics workforce must be multi-functional applying the Logistics Management Specialist, 346, career series to integrate all the logistics functions (supply, maintenance, and transportation). This will involve transformation from a “managing supplies” orientation to managing suppliers and integrated logistics support contractors. *We will need professional logisticians who act as program leaders, system integrators, knowledge brokers, and consultants achieving strategic collaboration across all logistics disciplines to ensure uninterrupted project delivery support.* This will fully engage total logistics chain management approaches to ensure uninterrupted customer support for normal operations as well as emergency response and military support. To insure consistency across USACE, model position descriptions must be developed for the key leadership positions in the Regional Logistics Organizations.

Organizational Template.

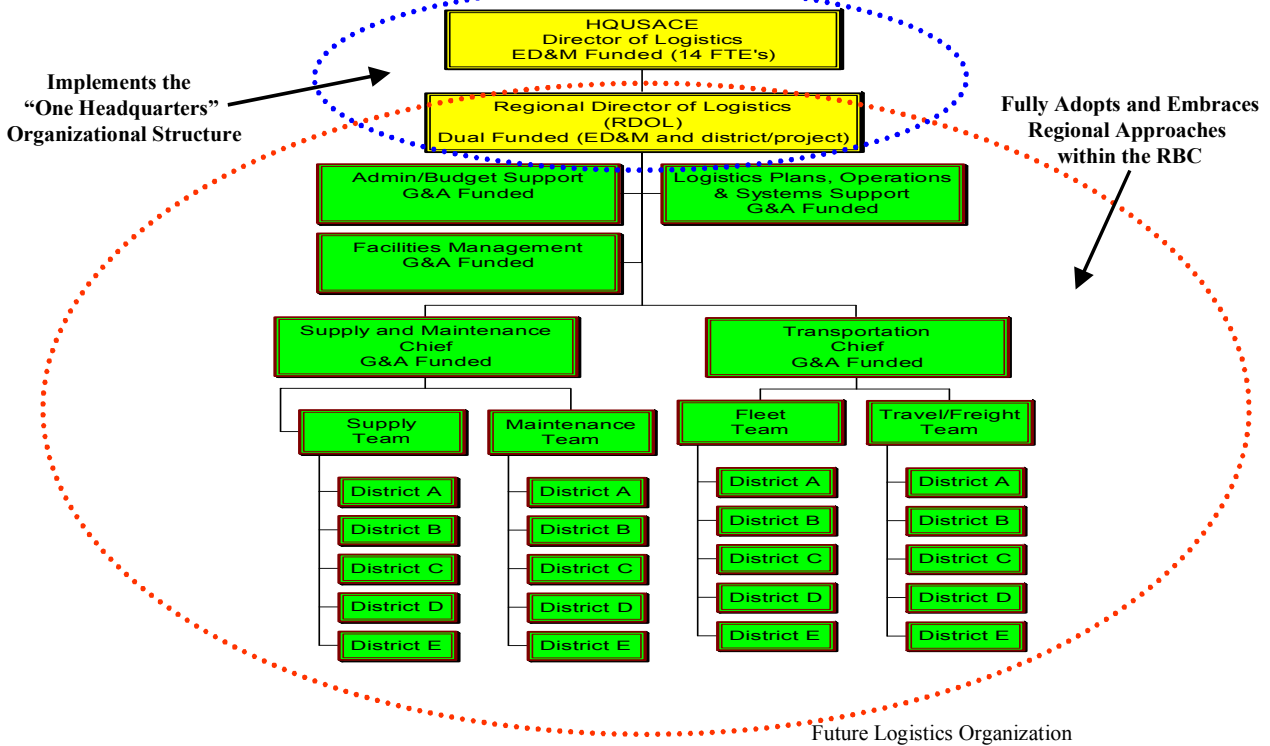
Significant improvements to both efficiency and mission accomplishment can be achieved by refocusing the HQ logistics management organization and by fully embracing regional approaches and concepts at MSC and District levels.

HQUSACE. This plan reduces the Logistics Management Office by 3 FTE (from 17 to 14). HQUSACE Logistics Management organization will be realigned and reshaped by refocusing its attention on core logistics functions, strategic planning initiatives, business process transformation, quality assurance, and overall logistics program oversight. The FTE reductions would be predicated on the availability of required support from a centralized source for headquarters requirements. Headquarters must take action to effect consolidation of administrative, secretarial, and information technology support for all small offices. This involves CEFMS actions, timekeeping, records management, budget, personnel administration, IMPAC credit card, travel, etc. For Logistics Management, it also involves information technology related work supporting logistics automated information systems and contract oversight. This would be an opportune time to review these areas across headquarters for process streamlining, redesign, and efficiencies.

MSC level. This proposal involves taking full advantage of the regional concept by creating a dual-hatted and dual funded Regional Director of Logistics (RDOL) to lead a Regional Logistics Support Center (RLSC). Each RDOL would be funded 50% by ED&M and 50% from District project funds. All logistics positions throughout the MSC's District offices would be consolidated within the RLSC 100% funded by the District (possibly using a direct funding, fee for service approach). Logistics team members could then be either deployed throughout the region or "capitalized in-place" as a truly virtual organization similar to the recently empowered ERDC logistics organization. This approach would still save an estimated 30-35% in ED&M costs associated with these positions or the equivalent of 4 FTEs. In addition, we propose removing from current MSC authorizations another 3 FTEs at 2 MSCs performing support work (travel, supply, facilities). Instead, this work would be supported by Districts on a reimbursable basis (similar to the other 6 MSC's) at an estimated 30% savings in ED&M costs associated with these positions. Management controls must be put in place and monitored to ensure compliance with appropriation law. Implementation of "dual funding" of the MSC Regional Director of Logistics compels a review of previous concerns with potential "bill-back".

While the above reductions focus on the ED&M account, it is anticipated that larger savings to District G&A accounts will occur during the time-phased consolidation of the Logistic function. Areas under consolidation review include the Property Management (PBO), Inventory Management (Stock Record), Travel Management, Vehicle Management, Maintenance Management, Facilities Management and Logistics Management Specialist in support as Logistics Planner and Emergency Management. Critical to these potential savings will be future workload and workload analysis at the various District offices. By-products of these analyses will be a determination of need, level of support required and grade level required to provide on-site services even though that function may have been consolidated. In the simplest terms, larger Districts where demand remains high will require a greater degree of on-site support.

HQ / Regional Logistics Organization



HQUSACE – 14 ED&M Funded Positions
MSC's - 4 ED&M Funded Positions

Implementation

- Oct 03-- Implementation teams form and set milestone plan for each area
- Oct 03-- Provisional Regional Logistics Support Centers form
- Oct 03-- HQ admin and IT support process redesign team study begins
- Dec 03 HQ study team submits report
- Mar 04 HQ admin and IT support organizational changes are implemented
- Oct 04-- CEFMS databases and APPMS databases complete
Regional consolidation
- Oct 04-- Decision on structure (job series, positions, grades, etc.) for RLSCs
- Oct 04-- Decision on funding mechanism for RLSC (direct reimbursement/fee for service or G&A arrangements)
- Jan 05 Comprehensive Command-wide time phased Logistics Management Intern plan and requirements finalized and submitted to Army LogPro Office
- Oct 05 RLSC fully implemented with personnel "capitalized in place" and data bases consolidated

Vision for Future: Office of Congressional Affairs

There will not be an Office of Congressional Affairs in the future. The Commander's Staff Group will provide the functions supporting the Chief's interactions with Congress. Mission Directorates will handle communications between Congress and the Corps on programs. Liaison to the Army and other support to the command will be provided by existing Corps assets.

Basis for Recommendation in Terms of Guiding Principles

AR 1-20, Legislative Liaison encourages Commander contacts with Congress. It provides that DA-OCLL directs the Congressional policy for DA except for Civil Works and Appropriations, which are responsibility of ASA(CW) and ASA(FM).

Energy and Water Development Appropriations Acts FY 2000- 2003 directs that OCA not be a part of the Civil Works information process.

Process Improvements

Streamline and align structure with missions

Organizational Template

Office ceases to exist.

MMD

Transfer two FTE to the CG's personal staff to monitor congressional activity

Implementation

Change MMD

1 Oct 2003

Achieve permanent staffing of one by attrition

As Required

Vision for the Future: Office of Counsel

Support organization Model A (National Focus) was selected for Office of Counsel to provide Counsel services that can be more effectively provided at the National level using centrally managed National assets.

In 2012, Corps Legal Services throughout all levels of USACE are centrally managed as one large law firm making full use of the Excepted Service provisions. Under this model the Chief Legal Officer of the Corps works with Commanders and their staffs to direct legal services and move attorneys within the system to meet changing demand. While this is a radical change for the Corps of Engineers it now makes sense to move forward in this direction to support on a real time basis Regional Business Centers and the Project Delivery Teams (PDT's) they support with timely legal advice in the most cost effective manner possible.

It is important with the increasing influence and impact of litigation on our projects and our ability to maintain their operations for the Congressionally authorized purposes to ensure that sufficient legal resources are provided to the Headquarters located in the eight Regional Business Centers. With this in mind every Regional Business Center should have a baseline of three attorneys with some assigned additional legal staff based on the case load, complexity, and national significance of the legal issues in question.

With this proposed model for the delivery of legal services, the Intellectual Property Attorneys reporting to HECSA would be reassigned to the supervision and oversight of the Chief Counsel, T.E., as part of the Office of Counsel.

Real Estate legal services as configured on the basis of programmatic need would be fully integrated within Real Estate Division to support seamlessly the Real Estate business processes. It is very important at levels below the Washington D.C. Headquarters that real estate legal advice be linked with Office of Counsel at the eight Regional Business Centers to ensure that legal matters impacting project delivery can be acted on at the lowest organizational level possible consistent with the strategic direction to delegate real estate approval authorities to the greatest degree possible to the field. The ultimate command and control for Real Estate legal services may include assignment of all Real Estate legal positions to the Chief Counsel. This organizational and process change is substantive in nature and this alternative should be thoroughly evaluated. The Chief Counsel working with the Director of Real Estate shall evaluate the alternative, document the finding and recommendations and submit the evaluation for approval by the DCG.

This legal services delivery model will facilitate the standardizing of the attorney selection process. The Office of Chief Counsel will identify and send to Commanders for final interview and selection a list of pre-qualified candidates. Other streamlining processes are endorsed for further development and approval for the selection and placement of attorneys.

It is also important to recognize that manpower savings will result from this bold approach to a model for delivery of legal services and combined with a streamlining and empowerment of lower levels within the civil works process will facilitate stable

manpower levels for legal services even in an increasingly complex litigious environment.

Basis for Recommendation in Terms of the Guiding Principles

Act as One Corps: The proposed model has as one of its primary outcomes an integrated and focused approach to the delivery of legal services.

Act as One Headquarters

- Legal Services Redundancies will be eliminated.
- Legal support will be provided at the lowest organizational level consistent with the delegation of authorities in the mission areas.
- Flexibility in moving legal support to the point of need will play a huge role over time on acting as one Headquarters.

Actualize the Regional Business Center

- Integrates and links legal services across all mission areas at all levels of USACE into Office of Counsel further allowing for legal decisions and approvals to be made at the Regional Business Center level.
- Provides for substantive positive change in organizing legal services across the Regional Business Center to work in a more collaborative and less redundant manner.

Focus Each Level of USACE

- Provides for a more precise focusing of legal assets at the Headquarters Washington D.C.
- Headquarters located at Washington D.C. is organized to create conditions for success of the Regional Business Center by empowering and supporting the entire legal services team.

Process Improvements

Establish a new model for the delivery of USACE Legal Services by centrally managing as one large law firm making full use of Excepted Services provisions, which will lead to an ultimate result of fewer attorneys and a cost savings.

Link and evaluate integration of Real Estate legal capability within corporate legal services.

Selection process for attorneys will be streamlined and improved.

Streamlining of the civil works business process and delegation of authorities for decisions and documents to the lowest level possible.

Focus providing legal support and decision at the lowest level possible consistent with empowerment as acting as one Headquarters consistent with the legal services delivery model.

Organizational Template

HQ Washington DC 29 EDM*

Move two Patent Lawyers from HECSA paid for by R&D Program and/or patent royalties

*does not reflect RE attorney numbers

HQ eight Regional Business Centers 24 EDM

Total 53 civilian EDM funded FTE. Flexibility provided to move attorney's to meet legal services needs

Implementation

FY 04

Begin transition to Corps centrally managed delivery of legal services.

Evaluate the integration of Real Estate legal capabilities within Office of Counsel.

Transfer Patent attorneys to Office of Counsel consistent with legal services Business model.

Implement business process improvements for civil works.

FY 05

Implement the results of the Real Estate legal services evaluation if any change is approved.

Implement business process improvements for civil works.

Complete transition to centrally managed legal services.

Vision for Future: USACE HQ/Division Executive Offices

To provide world-class executive support for the Chief of Engineers and the eight Division Commanders. Functions reviewed include the Executive Office of the Chief, the Chaplain, Enlisted Equal Opportunity Support, Office of the Chief of Staff, Office of the Deputy Chief of Engineers for Reserve Components, Office of the Commander's Staff Group and Secretary of the General Staff.

Basis For Recommendations in Terms of Guiding Principles

All functions assigned to the Chief's Executive Office are by virtue of it being a Major Command (MACOM). This office provides command and control of USACE. The Office of the Commander consists of key essential personnel for a MACOM, to include the Commander, Deputy Commander, their immediate support staff of two secretaries and two Aides, the Command Sergeant Major, his Admin NCO, and an FTE to monitor congressional activities impacting USACE. Since the 2012 guidance assumes that USACE will continue to be a MACOM with eight Division Offices in 2012, deleting offices at the HQ or MSC were not considered. Instead the focus was on the functions performed and how the resources assigned could be used most effectively. Functions in both the HQ and MSC are in sole support of the MACOM Commander or Division Commander. The level of support may vary from Commander to Commander however the basic requirements stay the same. It should also be noted that the Chief's Office and MSC Executive Offices are unique in that someone always has to be available to greet the public, answer phone calls, etc. Any perceived duplication is necessary to provide this backup.

Process/Functions/Manpower Requirements

Process/Function	To Be	EACH	TOTAL
	HQ	MSC	MSC
Provide Command and Control	7.5	3	24** (8 ED&M)
Provide Reserve Component Command and Control	3	0	
Provide Religious, Moral and Ethical Support and Counsel	1.5	0	
Equal Opportunity Advice to uniform military, Administer Consideration of others Program	0	0	
Operational coordination of USACE	5	.5	4
Provide protocol services	1*	0	
Trip Preparation, Coordinate Calendar	7	.5	4

Maintain Reception Area	2*	0	
Suspense tracking, Office Manager Role	4	1	8
Total	28	5	40** (24 ED&M)

* Not counted in total because position is counted in another part of the organization.

** Includes Commander and Deputy Commander which are not ED&M spaces (is this true? if yes why are we counting other uniformed spaces)

Office of the Commander

Consolidate two E7 duties into one position that provides support to the Chaplain, Command Sergeant Major and Reception Area Support. This position would also assist with the Consideration for Others Program.

Move the E8 position into the Office of the Command and Staff Group to provide support in trip planning and protocol. This position would retain the responsibility for the Military EO responsibilities.

Move the protocol function from the Office of the Chief of Staff to the Office of the Command and Staff Group and delete the Assistant Protocol Officer position.

It is also recommended that several tasks that have migrated to the SGS from other functional elements be transferred back. For example the task of reviewing OER's, and Officer Awards be transferred to HR where there are four people assigned to a Military Personnel Office.

Office of the Commander's Staff Group should also provide support to the Deputy Chief.

MSC Executive Offices: MSC Executive Offices are responsible for supporting the Division Commander in fulfilling the four MSC responsibility areas: Command and Control, Program Management, Regional Interface and Quality Assurance. All division executive offices are structured pretty much the same and there are no functions that should be elevated to HQ or delegated down to the field. Thus we are not recommending any changes in processes or structure. It should also be noted that the five positions (includes Commander and Deputy) in the MSC Executive Offices perform most if not all of the same functions assigned the Chief's Executive Office.

Office of the Deputy Chief of Engineers for Reserve Components: No changes were recommended for this office.

Office of the Chaplain: The Chaplain provides advice on the impact of religion, morality and ethics on Command programs, personnel, policies and procedures. This is a position that is assigned due to USACE being a Major Army Command. Although this position would require some administrative support, it would not require the support of a full time position. It is recommended that administrative support be provided by the E7 Admin NCO that provides support to the Command Sergeant Major. Recommend the

Consideration for Others Program emphasis be included in the Chaplains responsibilities.

Equal Opportunity Support for Uniformed Military and Administration of the Consideration of Others Program: The Equal Opportunity Advisor's function is to increase awareness and sensitivity to workplace issues for a better working environment via the CO2 Program. It is recommended that this position be moved to the CSG and reclassified an Operations Research Analyst to support current functions and personnel to include military protocol. Due to the small workload (one complaint in four years) the Equal Opportunity Advisor functions would be retained by this E8 position and accomplished in coordination with the HQ EEO.

Office of the Chief of Staff: The Office of the Chief of Staff is a principal advisor to the Chief of Engineers and his Deputy. The office oversees the HQUSACE staff to include supervision of support functions. Recommend that the protocol function be transferred to the Commander's Staff Group, which plans and handles all events and activities for the Chief. These are more operational tasks which are more in line with the Commander's Staff Group than in the staff office.

Office of the Commander's Staff Group: The mission of the Commander's Staff Group (CSG) is to serve as the principal coordinator for managing the CG's time and energy in support of the strategic aims of the organization as outlined in the USACE Vision/Campaign Plan and his operational requirements. The recommendation for the future organization is to maintain its current functions and related tasks, add support for the Deputy Chief and add the Protocol function.

Office of the Secretary of the General Staff: The mission of the Secretary of the General Staff is to direct and coordinate administrative support for the Commander, Deputy Commander and the Chief of Staff. They manage executive staff actions for the command, provide technical and administrative assistance to the Headquarters staff, and support the Chief of Staff in disposition of all staff actions assigned to the command group. They also provide protocol support to the Commander and the Headquarters staff. The SGS appears to be staffed appropriately for performance of the duties usually associated with such an organization. Those additional duties, which the SGS has taken on by default, should be returned to the organizations normally responsible for them.

Vision for the Future: Public Affairs

Public Affairs will fulfill the Army's obligation to keep the American people and the Army informed and help to create confidence in our ability to provide value to the nation in peace and war

Roles/Responsibilities

- Provide strategic direction and integration in concert with the Chief of Engineers and senior leaders on communication activities within USACE
- Provide the Chief of Engineers, Deputy Commander and other key leaders at HQ and MSC with advice on communication issues facing the MACOM.
- Shape, prepare and anticipate the strategic communication needs of USACE by assessing the emerging issues and future landscape.

Basis for Recommendations in Terms of Guiding Principles

Act as "One Corps"

Act as "One Headquarters"

Align Structure with mission

Use the Project Management Business Process.

Process Improvements

Realignment of roles/responsibilities:

- Focus HQ PAO on corporate communication management and Corps Strategic Communications Goals.
- Move operational PAO activities to MSC
- Reinvigorate Unified Visual Communication Program to improve brand management.

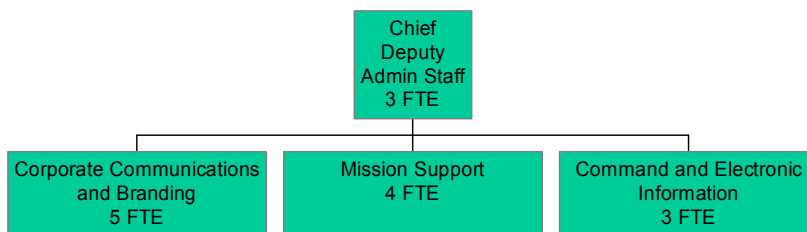
Regionalization: Focus MSC PA on regional integration and support to the RBC. The RBC will determine the most efficient and effective manner to regionalize PAO functions throughout the RBC.

Consolidation: Unify corporate communication through PMBP

Organizational Template

The Public Affairs Office follows the Regional Model for support functions. Civilian ED&M funded staffing for the office is recommended as 15 FTE. The organization is shown below.

Public Affairs Office



RBC Staffing is:

LRD	MVD	NAD	NWD	POD	SAD	SPD	SWD
2	3	2	3	1	2	2	2

HQ PAO: 15 ED&M, 1 Reimb

Move 1 FTE from Office of Congressional Affairs to HQ PAO

Move 2 FTE from HECSA-IM to HQ PAO

Divisions: 17 ED&M

Increase SPD and SAD by 1 FTE each

Implementation

Move positions and any incumbents beginning of FY04

Vision for the Future: PARC

Support organization Model B (regional focus) was selected for Contracting since contracting services are best provided regionally in support of District PDTs. A Chief of Contracting will lead the Regional Business Center's contracting services in support of the Commander.

In 2012, the Corps Contracting organization will enhance regional effectiveness, regional efficiencies, and allow leveraging of resources to effectively use assets in order to provide quality products that are on time and within budget to our partners and customers. Empowered MSC Commanders will have regionalized many contracting functions under a concept that optimizes the total acquisition effort that is focused on the customer through Project Delivery Teams (PDT), which include a contracting team member. Through regional approaches, the Corps will initiate innovative approaches to contracting procedures. Regional Contracting Centers will be established with delegated authorities to be more responsive to Districts and their partners and customers. The OPARC will focus primarily on policy development and guidance working closely with DA and DOD. Contracting at the eight Regional Business Centers will be focused on support to Districts. The Corps of Engineers will remain fully committed to enabling economic growth through an effective Small Business program.

The empowered Regional Contracting Centers will be augmented with a Check Book to buy EDM services on an as required basis to ensure effective ED&M contracting presence without significant increases in the resources required at the Regional Business Center for contracting. The Check Book will be managed by the Regional Business Centers. Support between Regional Business Centers will be encouraged in executing the contracting services mission.

It is important that great attention be given during this transition to ensure that the Corps contracting services remains consistent with law and policy. It is the fundamental belief that increased responsiveness by Contracting consistent with law/policy can be achieved in the execution of our missions while maintaining the support of DA for a greater degree of delegated authority to the Headquarters located at the eight regional business centers. This analysis rests on corporate success in implementing substantive process changes some of which are envisioned in this report.

The Headquarters located in Washington D.C. will purchase contract services on a fee for service basis from the NAD Regional Support Center saving ED&M resources.

The OPARC will continue to report to the DCG to ensure independence from mission directorates and the need to serve multiple customers.

In summary, the intent is to empower Districts and Regional Business Centers to the maximum extent possible and rebalance the FTE between the Headquarters located in Washington D.C. and the headquarters located at the eight regional business centers.

Basis for Recommendation in Terms of the Guiding Principles

Act as One Corps

Promotes concept of mutual interdependence through Regional Contracting Centers as operational elements of the Regional Business Centers.

Contracting focuses on effective integration within PDT's.

Pushes approvals of acquisition plans and contracts to the Regional Contracting Centers.

Act as One Headquarters

Empowered Regional Contracting Centers.

Maximum delegation of contracting authorities.

Focus OPARC on policy, guidance, and capable workforce.

Actualize the Regional Business Center

Contracting support through empowered Regional Contracting Centers.

Focus Each Level of USACE

Headquarters located at Washington D.C. is focused on issues best addressed in Washington D.C.

Headquarters located at Washington D.C. is organized to create conditions for success of the Regional Business Center by empowering and supporting Regional Contracting Centers.

Headquarters at eight Regional Business Centers are focused on creating success for Districts through Regional Contracting Centers.

Process Improvements

Establishment of a Regional Contracting Center to support each Regional Business Center composed of multiple District contracting organizations and the Director of Contracting located at the Regional Office.

Division Commanders have authority to regionalize contracting as determined appropriate.

Delegation of authorities from the OPARC to the Division/District level:

- Delegate to Headquarters at the regional location approval for acquisition plans for a program estimated at \$15M or more for all years. Allows for Regional Business Center to manage its IDIQ capability across its Districts.
- Raise the threshold for Regional Contracting Centers to approve proposed contracts utilizing other than full and open competition from \$500,000 to \$1,000,000.

- Regional Business Center issues ACO warrants up to \$500k, with a goal to delegate PCO warranting authority up to \$10M is delegated to the DOC of the Regional Business Center.

Provide contracting services now located at HECSA on a fee for service basis from the Regional Support Center NAD.

Provide for more robust contracting footprint in Regional Business Centers by aggressively delegating approval authorities.

Use the concept of a checkbook up to the financial equivalent of four FTE to augment Regional Business Center contracting capabilities.

Organizational Template

HQ Washington DC 11 EDM

Office of the PARC	2
Policy	4
Operations & Review	2
Support	3

HQ eight Regional Business Centers 12 EDM

Total EDM 23

Implementation

FY 04

Begin immediate implementation of all delegated authorities to the maximum level to Regional Business Center.

Transition to more robust Contracting presence at Headquarters locations in Regional Offices.

Begin standing up virtual Regional Contracting Centers to promote working effectively across the Regional Business Center.

FY 05

Complete transition to more robust Contracting presence at Headquarters locations in Regional Offices.

Complete standing up virtual Regional Contracting Centers.

Continue effort to delegate authorities to Regional Business Center.

FY 06

Continue effort to delegate authorities to the Regional Business Center

All Washington level HQs contracting support purchased through NAD Regional Support Center.

Vision for Future: Resource Management

Headquarters Resource Management (RM) will be the budget, financial, and manpower integrator for USACE. Financial, budget, and manpower systems will enable analysis, operation and management ("business unit") at the RBC level. RM personnel will be forward deployed in RBCs where practicable and cost effective.

There will be one Regional Resource Management Office in each RBC.

Key RM functions, including accounting at the UFC, and payroll at DFAS will continue to be centralized

Basis for Recommendation in Terms of Guiding Principles

Actualizes the Regional Business Center - Division command and control of all RBC RM functions and assets.

Act as One HQ – The proposed process changes and structure fully supports this principle.

Process Improvements

1. Analysis and allocation of manpower resources will occur at the RBC level not HQ DC. Establish one Regional Operating Budget. Develop a RBC financial database that will allow PDTs to access resources from anywhere in the region. The RBC will establish a single overhead rate & effective rate and use a single set of performance metrics for the entire Region.
2. HQ Washington will issue all funding authorization documents (FAD) to the Regional Business Centers.
3. RBC will distribute direct funds to the Districts.
4. Allocation of costs will be on a labor base that includes contractor workforce. A flat rate burden for the region will be considered for future use.
5. Streamline and reduce the number of resource codes.
6. Improvement of financial data and information.
7. District RM's will be dual hated as Deputy Regional RM's.
8. RBC will determine the most efficient and effective manner to regionalize RM functions within the Region.

Manpower

CERM 55 FTE: Includes 3 Budget from HECSA and 1 Program Analyst from CERD

RBC 73 FTE

Implementation

1. Funds distribution (FAD) to the Regional RM beginning in FY04.
2. Convert source of funding for 2 ED&M funded UFC positions to fee-for-service beginning FY04.
3. Regional RM assumes command and control of all RM resources and mission beginning in FY04.
4. Transfer 1 FTE from CERD to CERM beginning in FY04.
5. Implement new or modernized financial and manpower systems beginning in FY06. Manpower workload data moves from HQ DC to RBC RM, upon completion of successful implementation of new systems.
6. Develop an implementation plan to convert the USACE financial system to a system for management of all regional funds in FY04 and obtain corporate USACE approval. Implement in FY05.

Vision for the Future: Small and Disadvantage Business (SADBU)

The SADBU mission of the Corps of Engineers will be organized consistent with the Support Organization model A which enables SADBU services to be provided more effectively at the National level, utilizing centrally managed assets.

The SADBU of 2012 will focus on sustaining the Corps of Engineers as a premier organization in developing small businesses and ensuring them the opportunity to participate in our procurements. The outcome of the SADBU mission will continue to be on helping small business succeed to ensure a broad base of capable suppliers to support the Corps of Engineers mission thereby strengthening economic development while maximizing small business participation.

The SADBU will continue to serve as the senior business advisor and program advocate to the Chief of Engineers and to Commanders at each level of the organization. The SADBU will facilitate and enable the Corps of Engineers to remain a committed partner with all business segments and with local communities to assure incorporation of small business entities into our procurement processes. SADBU will continue to be an innovative and forward looking organization using a distributed information sharing system to maintain balance in our contract sourcing decision process.

The SADBU function will be located in the Headquarters at Washington D.C. and will be organized to forward support the Headquarters located at the eight regional business centers. A SADBU advisor will be dedicated to two regional business centers to ensure timely, accurate, and corporate advice and recommendations to the Commander on all aspects of the SADBU mission. The SADBU specialists reporting to Headquarters Washington D.C. will service the one Headquarters in a seamless manner through integration of the entire SADBU organization. The vertical integration with the Regional Business Centers will be a strategic focus of the SADBU. Interaction with the Regional Business Centers on site can occur at critical times in the procurement planning process to ensure sufficient support. Organizing the SADBU mission in direct support of the eight Regional Business Centers by ensuring a a national perspective and a sufficient team of SADBU advisors working together seamlessly to provide for continuity of program advice and advocacy to Commanders is an important consideration.

The emphasis on ensuring that SADBU advisors are integral members of the PDTs at the District level will continue to be a strategic focus of the SADBU Office. Additionally the SADBU Office will perform an involved and important role in the work of Regional Contracting Centers as they execute procurement planning. It is important to emphasize the need to operate in a virtual environment in support of the Regional Business Centers to assure small business considerations are fully examined at each stage of the planning process.

Basis for Recommendation in Terms of the Guiding Principles

Act as One Corps

- Provides for vertical integration of SADBU assets Corps-wide.
- Promotes the learning organization.

Act as One Headquarters

- Fully integrated SADBUs team as part of one Headquarters concept.
- Actualize the Regional Business Center
- Aligns all SADBUs assets in support of eight Regional Business Centers.
- Ensures continuity of SADBUs support to Commanders and the Regional Business Centers by consolidating SADBUs advisors as a single organizational element in the One Headquarters.
- Continues to place decisions and approvals at the Regional Business Center and District level to the maximum extent possible.

Focus Each Level of USACE

- Headquarters located at Washington D.C. is focused on issues best addressed in Washington D.C. including key national level relationships.
- Headquarters located at Washington D.C. is organized to create conditions for success of the Regional Business Center by fully integrating SADBUs assets Corps-wide and organizing to dedicate a SADBUs advisor to specific Regional Business Centers.
- Headquarters at eight Regional Business Centers are focused on creating success for Districts with SADBUs advisors virtually supporting Regional Contracting Centers on procurement planning and SADBUs related issues.

Process Improvements

Combine all SADBUs assets (Regional Business Centers and Washington, D.C.) into one Headquarters and organize SADBUs advisors to most effectively support the eight Regional Business Centers and missions of the Districts as they implement the Small Business Program.

Assure SADBUs participation in the PMBP as part of PDTs to ensure small business advocacy starts at the front end of project development when acquisition strategies are being discussed.

Expand the influence of SADBUs by placing a functional small business advocacy role in other organizations such as PM. SADBUs will provide training and share program information with local networks of advocates for small business in other organizations. The SADBUs will also emphasize sharing lessons learned across the Corps of Engineers.

Ensure PMs are fully educated on SADBUs issues and encourage them to be proponents for the added value of small business participation in their dialogue with partners and customers.

Increase the use of creative small business program solutions such as Performance Oriented Contract Agreement (POCA) acquisitions throughout the Corps of Engineers.

Organizational Template

HQ Washington DC 7 EDM (with 4 SADBUs dedicated to two Regional Business Centers Each)

HQ eight Regional Business Centers 0 EDM

Total EDM 7

Implementation

FY 04

Begin immediate implementation of process improvements contained in the FAA.

Establish a plan to provide orderly transition to SADBUs Organizational Template and initiate the transition.

FY 05

Complete the transition to SADBUs organizational template.

Complete implementation of process improvements contained in the FAA.

Vision for Future: Safety and Occupational Health (SOH)

Develop policy, programs and guidance and oversight of the safety and health programs of USACE missions worldwide.

The safety and health function saves lives, pain and suffering, and reduces costs by reducing property damage, accidents and fires. Safety is a customer requirement especially for the HTRW, OE and military construction programs. Safety success eliminates delays in project delivery by preventing work stoppages due to accidents. SOH programs reduce contractor costs through lower insurance costs. Safety programs are also essential for our public visitors to our lakes. This program function is a critical component for government employees and all business lines. The SOH program personnel are critical to customer satisfaction and reducing costs such as OWCP and property damage costs.

Basis for Recommendation in Terms of Guiding Principles

An ideal safety organization would have the focus the headquarters on policy and guidance. Consolidation of technical & program coordination functions at centers of expertise decreases duplication of efforts among Districts, lower overhead costs, improves business center concept, and improves quality of SOH service to customers and stakeholders. This mission is best accomplished under the central direction and guidance of Headquarters using the National Model (A). This is consistent with the Headquarters focus on policy and guidance. Technical expertise will be acquired from practitioners at centers of expertise and technical experts in the field, where the work is accomplished.

Process Improvement

The HQUSACE SOH office is currently responsible for policy, technical products, and technical support to all USACE Commands. The MSC's and selected Centers/CX will be given additional authorities and resources to perform HQUSACE SOH programmatic and technical functions. Shortened processing time will be generated through more efficient business processes. The trend analysis and accident reporting and investigation business processes will be automated and a corporate policy change will result in the elimination of separate District SOH program documents. Technical criteria development and support executed in the CESO office shall be accomplished by CX commands or virtual teams of experts.

Provide Technical Documents and Support Business Process. All of the technical product development and technical support function will be transferred to the MSC's and CXs. This includes products such as UFGS, Standard Scopes of Work, Technical Manuals, Engineer Manuals, PROSPECT training courses and support services such as asbestos/lead, radiation safety, ordnance and explosives, and hazardous waste work. The current business process has some select functions being performed by technical experts and CXs with the final approval of the product or support service of the CESO Program Manager.

Virtual support teams. The Radiation Safety Support Team (RSST) is comprised of several highly skilled health physicists located at various Districts, and is managed through the HTRW CX with oversight in CESO. The services are funded with project

funds. This approach consolidates a highly skilled asset that can be utilized at any location where the need arises without having to maintain these assets at multiple locations (or regions). This approach can produce additional savings through the use of other highly skilled professional jobs (safety engineering, industrial hygiene, ergonomics, OE technicians, and workers' compensation manager).

Provide Policy and Guidance Documents Business Process. A single integrated Safety and Occupational Health Program document will be developed and maintained at the CESO level that shall apply to all levels of the organization. The current process has each level (and location) of the organization developing and maintaining a local program document, specific to their mission needs.

Accident Reporting, Investigation and Analysis Business Process. Currently all accident reporting and investigation is done by hand at each location and processed up the chain of command through CESO to the DA Safety Center (USASC). Hardcopy accident investigation forms are filled out at the location the accident occurs, is reviewed and approved by management and mailed to the next chain of command for review until the form eventually makes its way to the USASC. This could take from 120 days up to nearly 360 days in some cases. The accident analysis function, which helps to identify business areas in need of safety support assistance, is currently performed in a decentralized manner by each level using whatever tool each command deems appropriate. Automating this business process with a web-based system will help to significantly reduce the cycle time of the accident investigation report from start to finish by consolidating the analysis function into the reporting function and centralizing the process.

Provide Response to Request for Interpretation/Variance Business Process: All requests for interpretation and variance from technical requirements shall go to a virtual team of experts, as is described in the discussion on the technical support business process. The current process has the request funneling up the chain of command with a review and recommendation at each level. The minimum cycle time to move such requests from start to finish can go from 60 to 90 days and in some cases create a risk to a project schedule. Being able to go directly to a virtual team of experts, the total cycle time can be reduced to 30 to 45 days or 50% increase in efficiency. This also will have a direct support to business line projects by reducing the risk of schedule slippage.

Organizational Template

All ED&M functions will be performed by a team managed from HQ USACE. Recommend locating six SOH professional in the USACE HQ with 4 additional personnel assigned to support the regional business centers. These individuals may be organized in teams and will report to the HQUSACE Chief of SOH. These teams will also be charged with performing selected technical functions for the SOH program. Physical location of these four individuals will be determined by the functional lead.

Current District SOH assets will physically remain at the Districts. The SOH manager at the District will report to the District commander or DDC.

MMD

Assign 10 total FTE, 6 in Washington, 4 located at the discretion of the functional lead.

Implementation

Adjust MMD to reflect revised staffing levels. Achieve reduction through attrition.

USACE 2012

The Objective Organization

Appendix C

Acronyms and Abbreviations

Appendix C – Acronyms and Abbreviations

The reader is referred to the US Army Corps of Engineers corporate website (www.usace.army.mil/acronyms.html) for any acronyms and abbreviations that are not covered in this appendix.

ACC - Army Contracting Agency

ACSIM – (Army) Assistant Chief of Staff for Installation Management

APIC - Army Performance Improvement Criteria

AR – Army Regulation

ASA(CW) - Assistant Secretary of the Army for Civil Works

ASA(I&E) - Assistant Secretary of the Army, Installations and Environment

BMO Business Management Office

BOD – Board of Directors

BRAC - Base Realignment and Closure

C&C – Command and Control (see Appendix D)

CE - Corps of Engineers

CECC – Headquarters, Chief Counsel

CECW - Headquarters, Directorate of Civil Works (also referred to as CW)

CEEO - Headquarters, Office of Equal Employment Opportunity (also referred to as EEO)

CFAT – Cross Functional Assessment Team

CEFMS – Corps of Engineers Financial Management System

CFR – Code of Federal Regulations

CEHEC - Humphreys Engineer Center Support Activity (also as HECSA)

CEHO - Headquarters, Office of History (also as HO)

CEHR - Headquarters, Directorate of Human Resources (also as HR)

CEIG - Headquarters, Office of the Engineer Inspector General (also as IG)

CEIM – Headquarters, Directorate of Information Management (also as IM)

CELD - Headquarters, Directorate of Logistics (also as Log)

CEMP - Headquarters, Directorate of Military Programs (also as MP)

CEPA - Headquarters, Office of Public Affairs (also as PAO or PA)

CEPG – Command Planning Group (also as CPG)

CEPM – Headquarters, Office of Security and Law Enforcement (also as Safety or SA)
CEPR - Headquarters, Office of the Principal Assistant Responsible for Contracting (also as PARC)
CERD – Headquarters, Directorate of Research and Development (also as RD or R&D)
CERE - Headquarters, Directorate of Real Estate (also as RE)
CERM - Headquarters, Directorate of Resource Management (also as RM)
CESB - Headquarters, Small Business Office
CESO - Headquarters, Safety and Occupational Health Office (also as SO)
CFO - Chief Financial Officer
CG - Commanding General
CI - Corporate information
CIO - Chief Information Officer
CMR – Command Management Review
COE - Corps of Engineers
CofS - Chief of Staff
COL - Colonel
ContOps - Contingency Operations Division (also referred to as Ops)
CONUS - Continental United States
Corps - US Army Corps of Engineers (also referred to as USACE, CE, COE)
CPAC - Civilian Personnel Advisory Center
CPG - (CEPG) Command Planning Group
CPOC - Civilian Personnel Operations Center
CSX - Center of Support Expertise
CT - Contracting (also as PARC)
CTX - Center of Technical Expertise
CW - (CECW) Civil Works
CX - Center of Expertise
D.C. / DC - District of Columbia
D/IM – Headquarters, Director of Information Management (CEIM)
DA - Department of the Army

DCS - Deputy Chief of Staff

DCSOPS - Deputy Chief of Staff for Operations

DCW - Director, Civil Works or D/CW (CECW)

DE - division engineer or district engineer

DERP - Defense Environmental Restoration Program

DHR - Director, Human Resources (CEHR)

DIST – district, one of 41 offices strategically placed to serve local customers of USACE and provide project management services.

DIV - division

Division – (Major Subordinate Command or MSC) One of 8 regional Command and Control subdivisions of HQUSACE, strategically placed to regionally coordinate and integrate the operations of Districts assigned to them.

DMP - Director, Military Programs (CEMP)

DoD - US Department of Defense

DOE - US Department of Energy

DOI - US Department of the Interior

DOJ - US Department of Justice

DOT - US Department of Transportation

DST – District Support Team

E&C Engineering and Construction

E&D - Engineering and Design

E&R - Environmental and Regulatory

EAB - Environmental Advisory Board

EAC - Executive Advisory Committee

ED&M - Executive Direction and Management; a type of funding provided by Congress and the Army for Headquarters Command and Control operations.

EEO Equal Employment Opportunity

EM or EO - Emergency Management (also as Emergency Operations or Ops)

EOC - Emergency Operations Center (also as UOC)

EP - Engineer Pamphlet

EPA - US Environmental Protection Agency

ER - Engineer Regulation, issued by the US Army Corps of Engineers
ERDC - US Army Corps of Engineers, Engineering Research Development Center
F&A - Finance and Accounting
FAA - Functional Area Assessment
FAD - Funding Authorization Document
FAIR Act - Federal Activities Inventory Reform (FAIR) Act of 1998
FAO - finance and accounting officer
FAR - Federal Acquisition Regulation
FEMA – US Federal Emergency Management Agency
FOA - Field Operating Activities
FTE - Full Time Equivalent; the equivalent of one, 40-hour per week, employee (2080 hours per work year)
FUDS - Formerly Used Defense Sites
FUSRAP - Formerly Used Remedial Action Program
FWS – US Department of the Interior, Fish and Wildlife Service
FY - Fiscal Year
GAO – US General Accounting Office
GE - General Expense Appropriation
GO – US Army, General Officer
GPRA - Government Performance and Results Act
GS - general schedule
GSA – US General Services Administration
HAC - House Appropriations Committee
HEC - Hydrologic Engineering Center
HECSA - Humphreys Engineer Center Support Activity [CEHEC - the FOA that provides support services (e.g., logistics, human resources, information management) to HQUSACE]
HQ - Headquarters
HQDA - Headquarters, Department of Army
HQUSACE - Headquarters, US Army Corps of Engineers
HR- Human Resources (CEHR)

HS - Homeland Security

HUD - US Department of Housing and Urban Development

IG - Inspector General

IIS - Headquarters, Directorate of Military Programs, Interagency and International Support Division

IM - Information Management

IPR - In-Progress Review

IR - Internal Review

IRM - Information Resources Management

ISD - Headquarters, Directorate of Military Programs, Installation Support Division

IT - Information Technology

IWR - Institute for Water Resources (a HQUSACE FOA)

LO - Learning Organization, a major operating philosophy manifested in corporate cultural behavior and ways of doing business. See USACE Learning Organization Doctrine, available from USACE Corporate website (www.usace.army.mil).

LTG - Lieutenant General

MACOM - Major Army Command (USACE, for one)

MG - Major General

MILCON - Military Construction

MSC - Major Subordinate Command

O&M - Operation and Maintenance

OC - Office of Counsel (also CECC or CC)

OCE-P - Office of the Chief of Engineers, Pentagon

OM&R - Operation, Maintenance and Repair

OMA - Operations and Maintenance, Army

OMB – US Office of Management and Budget

OPM - Office of Personnel Management

Ops – Operations; Headquarters, Civil Works Directorate, Operations Division

OSA - Office of the Secretary of the Army

OSD - Office of the Secretary of Defense

P2 - Project Management Business Process Automated Information System

PA- Preferred Alternative

PAO - Public Affairs Office (also, PA)

PARC - Principal Assistant Responsible for Contracting

PDT – Project or Product Delivery Team

PM - Project Manager

PMBP – Program and Project Management Business Process

PMP - Project Management Plan

POC - Point of Contact

PPM - Project and Program Management

PRIP - Plant Replacement and Improvement Program

PROMIS - Programs Management Information Systems

PROSPECT - proponent-sponsored engineer Corps training

QA - Quality Assurance

QC - Quality Control

Q's & A's - questions and answers

R&D - Research and Development

RAM-D - Risk Assessment Methodology for Dams

RBC - Regional Business Center

RE - real estate

REMIS – Real Estate Management Information System

RM - Resource Management

RMO - Resource Management Office

RST - Regional Support Team

S&A - supervision and administration

SA - Safety

SA - Secretary of the Army

SADBU - Small and Disadvantaged Business Utilization

SES - Senior Executive Service (member/employee)

Seven S or 7S – a “Diagnostic Model for Organizational Effectiveness,” better known as McKinsey 7-S. Consists of seven elements - Structure, Strategy, Systems, Shared Values, Skills, Style and Staff. Modified for USACE’s purpose, to Structure, Strategy, Systems, *Shared Values*, *Stakeholder Values*, *Style of Leadership*, and Skills.

SFO - Support for Others

SGS - Secretary of the General Staff

SLC - Senior Leaders Conference

SME - Subject Matter Expert

SOP – Standard Operating Procedures

TDA- Table of Distribution and Allowances

TIM - Installation Management

U.S. or US - United States

UOC US Army Corps of Engineers Operations Center

US - United States

USACE - US Army Corps of Engineers

USAF – United States Air Force

USC - United States Code

VERA Voluntary Early Retirement Act

VSIP Voluntary Separation Incentive Pay

WFO - Work for Others

WRDA - Water Resources Development Act